ARMY RESERVE MAGAZINE

SPRING/SUMMER 2007

ARMY RESERVE TRANSFORMATION

Army Reserve Future Force

Two New Soldiers Hotlines

Driving Away Soldiers Stress

AR Re-enlistment Kicks off 100th Anniversary

SUPPORT OUR TROOPS

ARMY RESERVE MAGAZINE

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Since 1954.

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ON THE COVER

Transformation means future force relevance and readiness.
(PHOTO: U.S. ARMY)

Also on the cover: The yellow ribbon symbolizes our commitment to honoring those of our Army Reserve Soldiers who have fallen, those who are missing and those who are serving around the globe. It will appear on each issue until they all come home.

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Warrior Leader Course students take part in a situational Training Exercise. The course was taught by the 84th Training Command NCO Academy at Fort McCoy, Wis.
(PHOTO: LOU ANN MITTELSTAEDT)

SUBMISSIONS · *Army Reserve Magazine* invites articles, story ideas, photographs and other material of interest to members of the U.S. Army Reserve. Manuscripts and other correspondence for the editor should be addressed to Commander, U.S. Army Reserve Command, Attn: Public Affairs (ARM), 1401 Deshler Street, SW, Fort McPherson, GA 30330-2000, telephone 404-464-8500 or dsn 367-8500. All email submissions should go to usarcmag@usar.army.mil. All articles ***must*** be submitted electronically or on disk or CD. Unsolicited manuscripts and photographs will not be returned. Query by letter.

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News Briefs

TWO NEW HOTLINES HELP SOLDIERS RESOLVE MEDICAL ISSUES

By Chuck Prichard
Army Reserve Public Affairs

ATLANTA — Army Reserve Soldiers with deployment related medical issues now have two more resources to help them resolve problems.

The Medical Holdover Ombudsman Program is available 24 hours a day, seven days a week, to assist any Army Reserve Soldier in a Medical Retention Processing status. Soldiers can call toll free at 1-866-908-2762 or send an e-mail to **ASAMRA-Ombudsman@HQDA.ARMY.MIL**.

The ombudsman hotline is staffed by personnel who are knowledgeable in the processes and procedures associated with Soldiers placed in a medical holdover status.

The Army has also opened a new call center to help Soldiers find their way through the medical care system. The Wounded Soldier and Family Hotline gives wounded and injured Soldiers and their Family members another way to resolve medical issues.

The hotline provides an information channel for Soldiers' medical-related issues to go directly to senior Army leadership in order to improve the way the Army serves the medical needs of Soldiers and their Families, said the commander of U.S. Army Human Resources Command, MG Sean J. Byrne.

The Wounded Soldier and Family Hotline can be reached from 7 a.m. until 7 p.m., Monday through Friday, at 1-800-984-8523.

Officials stress that both new hotlines are not designed to circumvent a Soldier's normal chain of command. The new lines should be consulted if routine procedures do not appear to be resolving issues in a reasonable manner.

$2K REFERRAL BONUS PROGRAM HELP CAN HELP UNIT RECRUITING

By Chuck Prichard
Army Reserve Public Affairs

ATLANTA — Army Reserve Soldiers can help their units and themselves by taking advantage of a new program that pays $2,000 for referring a successful enlistee.

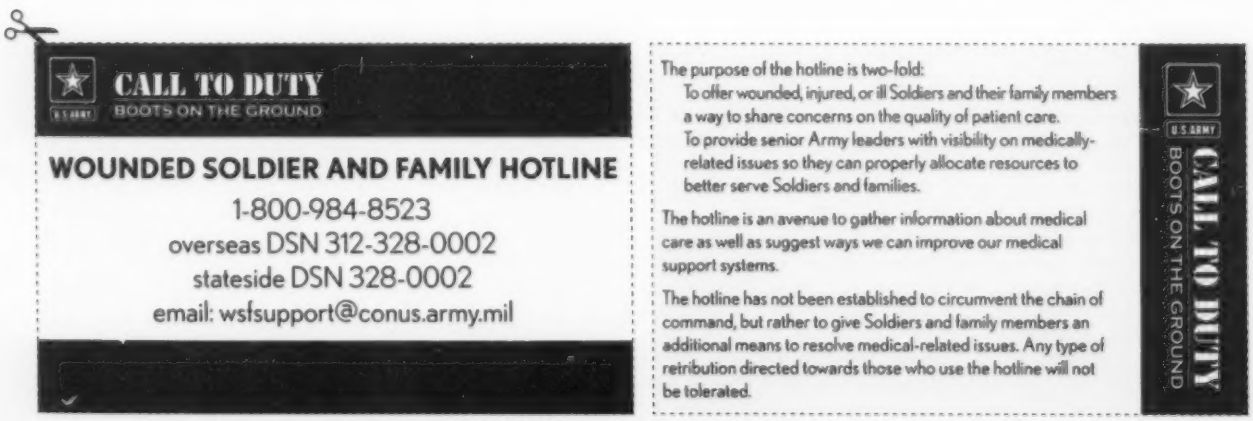
"Everybody wins. The new recruit reaps all the benefits of military service. The referring Soldiers get a substantial amount of money. And the unit gets two highly motivated members," said SFC Susan Kostovick, an Active Guard and Reserve recruiter who works in Beaverton, Ore.

Soldiers, future Soldiers, retired Soldiers and Department of the Army civilian employees may receive the $2,000 bonus for referring eligible recruits who have never served in the military and who have not previously met with a recruiter. Restrictions preclude the referral of an immediate Family member, including a spouse, parent (or step-parent), child (natural, adopted, or step-child), brother or sister.

Additionally, the referral must be made via the program's official web site—**https://www.usarec.army.mil/smart/**—or by calling 1-800-USA-ARMY, extension 181.

Referrals for the regular Army and Army Reserve may also be made by calling U.S. Army Recruiting Command's toll-free number: (800) 223-3735. Referrals to the National Guard may be made by calling the Guard's toll-free number: (866) 566-2472.

Those who are not eligible to receive a referral bonus include Soldiers assigned to the U.S. Army Accessions Command, U.S. Army Recruiting


CALL TO DUTY
BOOTS ON THE GROUND
WOUNDED SOLDIER AND FAMILY HOTLINE
1-800-984-8523
overseas DSN 312-328-0002
stateside DSN 328-0002
email: wsfsupport@conus.army.mil
The purpose of the hotline is two-fold:
To offer wounded, injured, or ill Soldiers and their family members a way to share concerns on the quality of patient care.
To provide senior Army leaders with visibility on medically-related issues so they can properly allocate resources to better serve Soldiers and families.
The hotline is an avenue to gather information about medical care as well as suggest ways we can improve our medical support systems.
The hotline has not been established to circumvent the chain of command, but rather to give Soldiers and family members an additional means to resolve medical-related issues. Any type of retribution directed towards those who use the hotline will not be tolerated.
U.S. ARMY
CALL TO DUTY
BOOTS ON THE GROUND

Command, Cadet Command, U.S. Army Reserve Command-Retention and Transition Division, National Guard state recruiting commands, and any other member of the Army serving in a recruiting or retention assignment.

Soldiers and Army retirees who are serving as instructors or administrators in the Junior Reserve Officer Training Corps program are also not eligible to participate in the referral-bonus program. Also ineligible are members assigned to duties regarding which eligibility for a bonus could, as determined by the secretary of the Army, be perceived as creating a conflict of interest.

Payment of $1K will be made when the applicant ships to basic training and another $1K when the Soldier graduates from advanced individual training (AIT).

The bonus is also available for successful referrals to the regular Army and the National Guard.

Kostovick touts the program as a good incentive for Army Reserve unit commanders to offer their troops.

"I don't know anybody who can't use an extra $2,000," Kostovick said.

She points to an event put on in March, 2007, by the 320th Psychological Operations Company, an Army Reserve unit headquartered in Beaverton, Ore., as a good example of how the new bonus can energize a unit-sponsored recruiting program.

Members of the 320th took two military vehicles to a local high school auto mechanics class to show students how the Army Reserve employs people with the skills they are learning. The students responded well to the Soldiers. As a result of that visit, one of the students signed up to join the 320th, Kostovick said.

"That kind of event can be successful just about anywhere," Kostovick said. "Unit commanders can send out a couple of their younger troops—the ones who recently got back from AIT—and let the students meet some of their peers who are enjoying success in uniform," Kostovick explained.

"And, if the Soldiers play it right, they can talk to the students and make themselves a couple of thousand dollars for a referral," she said.

PHOTO: SGT CHRISTOPHE PAUL

LTG Jack C. Stultz re-enlists 43 Army Reserve Soldiers in front of the U.S. Capitol building.

43 ARMY RESERVE SOLDIERS RE-ENLIST AT U.S. CAPITOL

By Chuck Prichard
Army Reserve Public Affairs

WASHINGTON — Almost 100 years after a group of dedicated Americans volunteered to serve the nation, a group of modern-day patriots gathered near the nation's Capitol to show that the pride and spirit of Army Reserve Soldiers has not diminished after nearly a century of service.

More than two dozen members of the Army Reserve raised their right hands and again took the oath during a reenlistment ceremony held on April 23, 2007. The ceremony served as the kickoff of an extended celebration of the 100th anniversary of the establishment of the Army Reserve.

"I'm re-enlisting because I know I made a difference in Iraq helping to rebuild local communities as a civil affairs Soldier," said SSG Judith Aiksnoras, 411th Civil Affairs Battalion, Danbury, Conn. "Through the Reserve, I've gained discipline, self-respect and mental and physical strengths I don't think I could have learned in the civilian world."

The 43 re-enlisting Soldiers included several who earned Bronze Star and Purple Heart awards for their service in Iraq and Afghanistan. They are part of a very different Army Reserve than the organization formed a century ago.

The U.S. Army Reserve traces its beginnings to April 23, 1908, when Congress passed Senate Bill 1424. This act authorized the Army to establish a reserve corps of medical officers. The Secretary of War could order these officers to active duty during time of emergency. This was the nation's first federal reserve. Four years later, a provision of the Army Appropriations Act of 1912 created the Regular Army Reserve, a federal reserve outside the Medical Reserve Corps authorized in 1908.

From that start, the Army Reserve of today has grown to a force of 200,000 Soldiers who play a vital role in our nation's defense. More than 102,000 Army Reserve Soldiers have mobilized since Sept. 11, 2001, to support the Global War on Terrorism. Attrition is at its lowest point since fiscal year 2000, and the Army Reserve is exceeding all retention goals.

"Today's Army Reserve is no longer a strategic reserve," said the Chief, Army Reserve, LTG Jack C. Stultz, who administered the oath of enlistment. "Instead, it is an operational force and an integral part of the world's greatest Army."

Several events will be held throughout the coming year to celebrate the Army Reserve's centennial of service. ARM

THE CHANGING ARMY RESERVE

By LTG Jack C. Stultz
Chief, Army Reserve
Commanding General, U.S. Army Reserve Command

PHOTO: MAJ MICHELE SUTAK

Commanding General, U.S. Army Reserve Command, LTG Jack C. Stultz, speaks to Army Reserve Soldiers deployed in support of Operation Iraqi Freedom during his visit to Camp Arifjan, Kuwait.

COMMANDER'S INTENT GUIDES FORCE TO DESIRED END STATE

WASHINGTON — When I joined the Army in 1974, we were a nation that had just come out of a lengthy war and was beginning a major transformation. There was great turbulence in the force, and public opinion of military service was not very high.

Over 30 years later, we find ourselves engaged in another long war — the Global War on Terrorism. The Army today is implementing the most substantial and complex transformation and modernization since WW II to meet changing demands. Currently, there is a lot of turbulence with manning the force, and public opinion about the war is mixed.

But today there is a significant difference. Today this nation holds our military service men and women in the highest esteem. They appreciate the selfless nature of our Soldiers and the sacrifices they make to protect our nation from those who would do us harm.

Today, we are facing a different kind of enemy, and America needs an Army that can sustain military capabilities for the long haul. We will be engaged in the Global War on Terrorism for the foreseeable future, and the nation will continue to call upon our warrior-citizens to serve.

I am extremely proud of how superbly our service men and women have performed. I am also very grateful to each and every one of them for their understanding of the complex and dangerous threat we face and their willingness to continue to stand up and serve the nation.

As the leader of almost 200,000 warrior-citizens, it is my responsibility to ensure Army Reserve units and individual Soldiers are prepared to continue to deploy as an integral part of an operational military force. To foster unity of effort throughout our formations, I have published my vision for the Army Reserve and Commander's Intent.

My vision statement articulates who we are as an organization and the value we bring to the nation. "The Army Reserve is a community-based federal operational force of skill-rich warrior-citizens providing complementary capabilities for joint expeditionary and domestic operations." This statement communicates both internally and externally to the Army Reserve where the organization is headed to support the Army, Department of Defense, and America.

End State

An Army Reserve with a culture that embraces continuous transformation is capable of predictably and perpetually providing relevant operational forces to combatant commanders, and maintains strong mutually supporting Warrior-Citizen relationships among Soldiers, Families, employers and the Army.

My commander's intent articulates to both internal and external stakeholders the areas where we must focus as an organization to realize this vision. By clearly communicating the purpose and direction, every Army Reserve Soldier should understand what they must do and why. It is the single unifying guidance that will help our Warrior-Citizens integrate their efforts personally, with their Families, their employers, and the Army.

Issued and distributed in November 2006, my commander's intent also communicates the end state. This is the objective we must collectively reach.

The bottom line is that we must successfully shape and implement The Army Plan to ensure that the Army Reserve continues to provide relevant joint war fighting capabilities wherever and whenever the nation requires. This is a simple statement, but again, the key word is "relevant." Relevancy relates to where the Army is headed in the future and the kinds of capabilities needed to defend the nation. We must make sure that what we are doing in terms of transformation and shaping the Army Reserve is going to be relevant for the future. Otherwise, we become a resource that is wasteful and does not provide the capabilities the nation requires.

As an operational force, the Army Reserve will:

Sustain a robust capacity and commitment to train, alert, and deploy units and individual Soldiers for expeditionary operations.

As an operational force, the Army Reserve must sustain individual and collective readiness of our Warrior-Citizens. Successful implementation of the Army Reserve training strategy is critical to remaining ready and relevant in expeditionary force rotation requirements. This will include conducting training prior to being alerted, which has traditionally been done post-mobilization. Commanders and their staffs must be familiar with what it means to be a ready operational force vice a strategic reserve and the implications for successful sustainment. Understand it. Develop your plans around it. Execute it.

Provide Title X first response capabilities for domestic operations.

In addition to expeditionary missions, the Army Reserve has capabilities the nation needs to respond to domestic natural disasters and federal capacity in the event of a weapons of mass destruction attack on the homeland.

We will ensure our capabilities are positioned, trained and exercised to respond at home and abroad wherever the Army has a requirement to provide federal military capabilities.

Provide capabilities to train the Army, joint, and foreign forces.

The Army Reserve plays a critical role in the Army's generating force. We are an essential element of America's training base and provide the capacity that enables the nation to train foreign forces involved in Operation Iraqi Freedom, Operation Enduring Freedom, and security cooperation programs of combatant commanders. We will continue to provide these capabilities essential to training the Army and other services as well as the ability to train foreign forces in support of joint operations.

Develop and deploy unique value-added individual capabilities to complement joint force requirements.

Develop and deploy unique value-added individual capabilities: Our Soldiers bring value-added skills from their civilian employment and experiences. We will continue to leverage civilian skills to complement our military capabilities. The Army Reserve will develop and deploy standard military and "unique skills" relevant to supporting joint force requirements.

Execute ARFORGEN.

The Army Force Generation (ARFORGEN) model provides predictability for the Army, Soldiers, Families, and employers to plan for and manage future requirements. However, the model in its current form was developed around the brigade combat teams. To sustain capacity for the Global War on Terrorism, the Army must fully implement ARFORGEN across the entire force. This includes driving force design changes across all components and managing the implications of Base Realignment and Closure (BRAC) on force generation. We will continue to press the Army to implement ARFORGEN and organize, equip, train and man our forces accordingly. Commanders and staffs must ensure their systems and processes are transformed to successfully take units and individuals through the ARFORGEN process.

Execute transformation.

"We all must understand that transformation is not an end state. It is a process and cultural mindset."
— LTG Jack C. Stultz

We all must understand that transformation is not an end state. It is a process and cultural mindset. When we talk about transformation, we develop initiatives and implement decisions that improve our capacity to effectively deliver capabilities to the nation. Significant transformation initiatives that affect the Army Reserve include BRAC, Army Reserve Command and Control (ARC2), and rebalancing the force across and within active and reserve components.

Commanders and staffs will implement BRAC, ARC2, and Army Campaign Plan decisions. We will also work diligently to press the Army and Department of Defense to continue force rebalance efforts to resource the appropriate operational depth required to execute ARFORGEN. We will advocate the design of formations that optimize joint capabilities instead of redundant service structures.

The Army Reserve already deploys effectively in support of joint formations, but we must better organize the force mix of combat arms, combat support, combat service support and non traditional skills across all components and services and train as a joint team.

My intent is that the Army Reserve exercise leadership in these venues to ensure the nation has the depth necessary to sustain joint expeditionary and domestic operations.

Develop our leaders.

"As Warrior-Citizens, all Army Reserve leaders—officers, warrant officers, non-commissioned officers and junior enlisted Soldiers —must be prepared to lead in an environment with constantly changing conditions. It is part of our ethos and culture." — LTG Jack C. Stultz

Our Soldiers are the centerpiece of our formations, and we must ensure we continue to improve their agility and adaptability. As Warrior-Citizens, all Army Reserve leaders—officers, warrant officers, non-commissioned officers and junior enlisted Soldiers—must be prepared to lead in an environment with constantly changing conditions. It is part of our ethos and culture.

To sustain our operational force in the long war, we owe those leaders predictability at home and a commitment to deploy once every five years. We also owe Soldiers robust human-resource-life-cycle-management and leader-development systems that help them develop effectively as warriors and citizens. This includes expanding cultural-awareness, educational and self-development opportunities, and partnering with employers.

My intent is to ensure we continue to invest in developing the leadership skills of our warriors and returning them to their communities as complete citizens who positively influence their Families, their employers and the nation.

Improve and grow the mutual support between the Army, Families, and employers.

We must rededicate ourselves to acknowledging the sacrifice and commitment of Families and employers. Although we can always do more for Families, the Army as an institution understands the connection and has instituted some robust Family support programs. When it comes to employers, however, we ask much of them, and we must do a better job of articulating that it is good business to employ our Soldiers. We must show the nation that, in addition to providing leadership in our formations, Army Reserve Soldiers and their Families are leaders in their communities and places of employment.

It is my intent to initiate a comprehensive outreach campaign to ensure Congress and the military services clearly understand that Family and employer support are not just reserve component issues. It is in the nation's interest and critical to the capabilities of all services to have better relationships between employers and the military.

It is also my intent that this campaign lead to stronger cooperative agreements with employers. Our Soldiers bring leadership, commitment, character and skills that will make a difference to their employers' bottom lines. Mutual support between Soldiers, Families and employers, and the military services makes the Warrior-Citizen a critical capability of the nation.

Communicate our contract with the American people.

The Army Reserve is a community-based force that is rich with skills gained from military training and education and experience in the civilian sector. We have a contract with the American people to support and defend the Constitution of the United States and defend the nation from all enemies foreign and domestic.

We must show the people in our communities what that means and ensure that fellow citizens in both the public and private sectors understand the implications of this war.

This is not just about a recruiting and retention initiative. This is what Creighton Abrams and military theorists from Sun Tzu, to Clausewitz and Mao talk about when they articulate the connection of the military with the will of the people. Our military is an

all-volunteer force that needs a stronger connection with citizens in grassroots America and our Army Reserve communities are critical nodes in that support network.

It is my intent to initiate an effective community outreach program, and I need every leader in the Army Reserve to participate in this initiative.

Secure and Optimize Resources: Structure, Manpower, Equipment and Finances.

Consistent with the Army Plan, we will communicate our organizational needs to key institutional stakeholders to drive planning, programming, budgeting and execution to reflect requirements and needed resources associated with a viable operational force vice a strategic reserve.

This is not just money I am referring to. When I talk about resource processes, I mean structure, manpower, equipment and dollars. We have to push the Defense and Army systems and processes to ensure resources support strategic objectives. We must do this more effectively. We currently participate in these processes but not in a way that will drive us to field a sustainable operational force.

"Successful implementation of ARFORGEN requires that we aggressively defend key equities in operational force structure and constrain our overhead in the generating force while providing viable military and civilian career paths."
— LTG Jack C. Stultz

My intent is to use the strategic planning processes to reflect our way ahead. Shaping and setting our force structure is among my most important objectives. Successful implementation of ARFORGEN requires that we aggressively defend key equities in operational force structure and constrain our overhead in the generating force while providing viable military and civilian career paths. It also requires that we realistically program and budget for costs associated with the Army Reserve as an operational force.

My intent is to implement BRAC as swiftly as possible and drive the Army in force design and the Total Army Analysis process to transform our formations to a future that positions the Army Reserve as a sustainable joint force capability provider. We also need Human Resource Life Cycle Management processes that effectively manage our Warrior-Citizens based on ARFORGEN and include industry-friendly mechanisms to facilitate—not constrain—Soldiers' military careers when their employers move them to different locations across the nation. The resource processes are the Army's center of gravity, and we will press synchronized efforts across the structure, manpower, equipment and funding domains to deliver to the nation our war fighting capabilities as an operational force.

The Way Ahead.

We have been entrusted with the mission to defend the nation and our Warrior-Citizens have answered the call. I have provided my intent to my commanders in the field and staff directors. I expect Army Reserve leaders to ensure each Soldier in their chain of command fully understands what they are working toward and why it is critical to attain these objectives.

What's in it for Soldiers.

Finally, my message to each of our Warrior-Citizens, their Families, and employers is this; as I stated before: This nation has the utmost respect for what you do, and we all appreciate your service and continued commitment. You are all heroes and we must do everything possible to retain you and provide you the opportunity to continue to serve. Working together to achieve my vision for the Army Reserve and execute my intent, we will provide more predictability in your lives, minimize your post mobilization training time, and provide you tools to continue to serve as both a warrior and a citizen defending this great nation. ARM

WELL-BEING/ FAMILY READINESS

MEETING THE NEEDS OF ARMY FAMILIES

By Michael Sick
Marketing Consultant
DefenseWeb Technologies

"...We recruit a Soldier and retain a Family."

The obvious truth of these words by LTG Jack C. Stultz, Chief, Army Reserve, has been evident over the past few years. The frequent deployment of Army Reserve Soldiers has brought home the fact that the Army Reserve is no longer a strategic force in reserve but an active operational part of the Army. Recent deployments have had an obvious impact on Army Reserve Families.

Transformation is a theme for the Army Reserve's current re-invention of itself. The Army Reserve Family Programs office has been going through its own transformation for a number of years now. In the face of an increase in mobilizations since the Global War on Terrorism began, Family Programs had to rethink how it would meet the needs of the Families it serves. With the rapid ramp-up in deployments and with key Family Programs staff members who are also reserve members sometimes getting deployed themselves, many changes were needed and a number of initiatives were approved.

Since Sept. 11, 2001, more than 80 percent of Army Reserve Soldiers have been deployed and about 22,000 Army Reserve Soldiers have deployed more than once. For every deployed Soldier, there may be a spouse, child, parent, employer or other who may need information or access to benefits. In order to deal with the significant increase in services requested, Army Reserve Family Programs had to rethink a number of its business processes.

A web portal, **www.arfp.org**, was launched in 2005 in order to provide Families access to the information they need—24 hours a day and seven days a week. Thousands of Soldiers and Family members visit the portal every day to get answers to questions they may have about mobilization, deployments, benefits or other topics. Also, through the use of the portal, many of the Family Programs' administrative and recordkeeping tasks have now been automated, thereby providing additional efficiencies and more time to help Family's particular needs.

"If the Family of a deployed Soldier needs help with benefits, pay issues or legal support, we want the Soldier to feel confident that the Family programs staff is taking care of the Family back home."
— Michael Evans,
regional Family programs manager

Family programs have also seen the composition of its staff change from Soldiers who were part of the command structure but not available for deployment to civilian contractors who are encouraged to make a long-term commitment to serving Soldiers and their Families. Many of the current Family Programs staff members are former Soldiers or spouses of Soldiers. "With ongoing staff training and the launch of the web portal we are well-positioned to meet the needs of Soldiers and their Families," said Lee Ratliff, director, Army Reserve Family Programs.

The current structure of the Army Reserve's 10 Regional Readiness Commands (RRCs) is also going under transformation. The RRCs are being inactivated and Family Programs will realign with the new command structure. Family Programs staff members are already working closely with commanders, Family readiness groups and individual Soldiers and their Families to prepare them for mobilization and deployment.

"We now have a team of about 150 staff supporting Army Reserve Families," says Michael Evans, regional Family programs manager. "That may sound like a lot, but we are trying to stay in contact with tens of thousands of Families geographically dispersed throughout the United States and overseas. The Family programs staff is involved with command consultation, education, training and awareness briefings, and requests for information and assistance. If the Family of a deployed Soldier needs help with benefits, pay issues or legal support, we want the Soldier to feel confident that the Family programs staff is taking care of the Family back home."

"Providing community-based activities for the children of deployed Soldiers is a key priority for the Child & Youth Services (CYS) program," said Pamela McBride, CYS program manager. "We have 13 staff members, geographically located, who are involved in a number of programs like the Army Reserve Teen Panel, childcare services, summer camps and partnerships with organizations like Sesame Street and the Boys and Girls Clubs. We have heard from Soldiers that the well-being of their children is one of their top concerns and our group works hard to address this issue."

Army Reserve Soldiers have always had a different experience from their active component counterparts. When active-duty Soldiers return from deployment, they are often still with their unit and living on or near a military base where they can easily access the information, benefits and services they need.

In contrast, Army Reserve Soldiers come home to their Families and focus on returning to civilian employment and reintegration. They must be aware of the benefits, various programs and services available within the community they live.

In addition to the information available through the web portal, the Army Reserve Family Programs staff fills any gaps by being available in-person, by phone, and by e-mail to answer any questions and provide information and referrals for Soldiers and their Family.

Soldiers who are reassigned to another unit for the purposes of mobilization may further complicate some of the communication issues. These Soldiers and their Families often have different information needs than the balance of their unit. For example, sometimes these Soldiers meet up with their new unit at the mobilization station after the unit already received the mobilization briefings. Providing a point of contact to

We have heard from Soldiers that the well-being of their children is one of their top concerns and our group works hard to address this issue."
— Pamela McBride,
CYS program manager

individualized needs is a focus area of Family Programs as the Army Reserve continues its transformation.

Recent deployments have also created strains on the relationship with Soldiers' civilian employers. As the Army Reserve is transforming into more of an operational force with regular mobilizations, new incentives and arrangements will need to be developed to ensure that civilian jobs are secure when Soldiers are demobilized. With the Army Force Generation model, Soldiers will be available for mobilization once every five years. This will provide Soldiers and employers with greater predictability in the mobilization cycle.

This transformation will require some new models and approaches. Perhaps employers could receive incentives to hire five Soldiers to fill four positions, knowing that one employee may be mobilized at any given time. This approach could take the training and teamwork that Army Reserve Soldiers bring to the workplace to a whole new level. Increased complexity and advance planning are likely to be in the future for the Army Reserve.

Whatever changes do occur in the Army Reserve, one thing that won't change is the commitment to the Family. For America to be able to count on an all-volunteer force of Warrior-Citizens our Soldiers must be able to count on us to support their Family. Freedom and the Family are the two things that Soldiers always hold dearest in their hearts. ARM

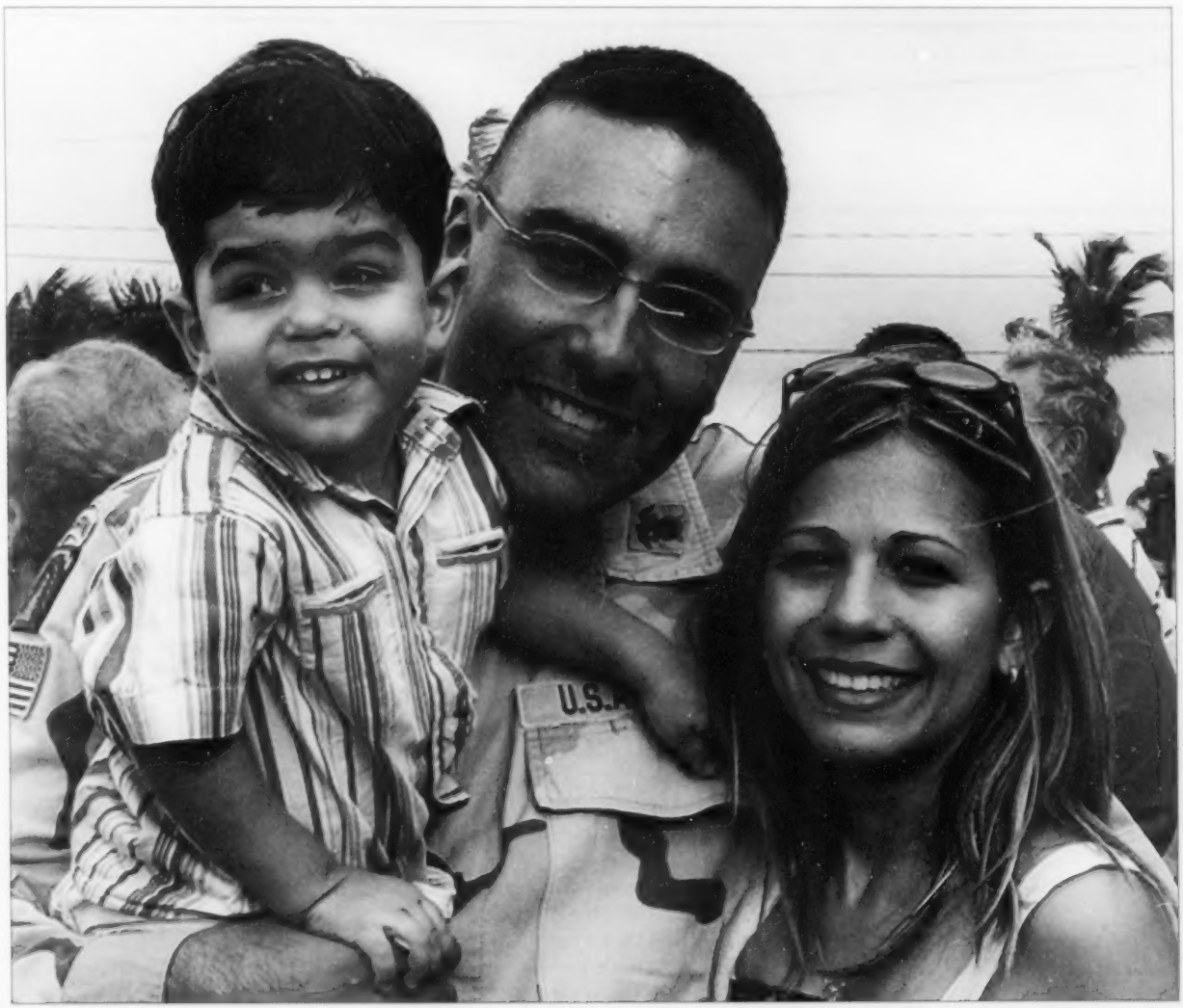
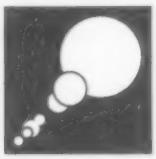


PHOTO: JENNETTE AYMERICH

CPT Carlos Ramirez, 597th Quartermaster Company, is joined by his wife Zoraya Diaz and son Carlos Gabriel, after returning from Iraq from a 13-month deployment. Army Reserve Family Program staffs answer Soldiers and their Families' questions and provide them information and referrals on benefits, various programs and services available within the community they live.



AR TRANSFORMATION

TRANSFORMATION MEANS FUTURE FORCE RELEVANCE, READINESS

By Gregory Nell
Operations Officer
Army Reserve Transformation Integration
LTC Matt Leonard
Army Reserve Public Affairs

ATLANTA — The Army continues to pursue the most comprehensive transformation of its forces since the early years of World War II. Army Transformation produces evolutionary and revolutionary changes intended to improve Army and joint force capabilities to meet current and future full-spectrum requirements. The Army Reserve (AR) is moving forward as an operational force capable of adapting to future requirements by streamlining our command and control headquarters. This includes realigning structure from our Table of Distribution and Allowance (TDA)-type organizations into our Modified Table of Organization and Equipment (MTOE) deployable force. In so doing the AR will increase MTOE structure from approximately 128,500 to 145,500 positions.

Successful major change management initiatives can often take 5 to 7 years to create what is needed to ensure success. The Army Reserve has committed its resources towards aggressively pursing the required change to support a more expeditionary force. By 2010, the Army Reserve will be much better poised and more efficient to carry out its mission to support future joint operational requirements.

Operational and Functional Commands

A major change to the Army Reserve is that structure is being shifted from its TDA organizations and is being placed under Operational and Functional (O&F) Commands.

The O&F commands now inherently provide training and readiness oversight functions for their subordinate units. Current O&F Commands are: Army Reserve Medical Command, Civil Affairs and Psychological Operations Command, Military Intelligence Readiness Command, 11th Aviation Command, 311th and 335th Theater Signal Commands, 200th Theater Military Police Command, 377th Theater Sustainment Command, and 412th and 416th Engineer Commands. The 200th Theater Military Police Command will stand up in April 2008.

Army Reserve Medical Command (AR MEDCOM)

AR MEDCOM will re-align into two deployable headquarters; the 3rd and 807th Medical Deployment Support Commands. These commands will provide command and control of assigned and attached medical forces. They bring the ability to deploy worldwide in support of contingencies; coordinating and synchronizing force health protection and Health Services Support between U.S. services, coalition forces, and host-nation as allocated by the theater commander, in order to deliver first-class combat healthcare.

U.S. Army Civil Affairs and Psychological Operations Command (Airborne) USACAPOC (A)

Effective Oct. 1, 2006, Headquarters Department of the Army realigned command and control of the USACAPOC (A) and all Army Reserve Civil Affairs and Psychological Operations units and Soldiers from the U.S. Army Special Operations Command to the U.S. Army Reserve Command (USARC). As a direct reporting unit to USARC, USACAPOC organizes, trains, equips, validates and prepares Army Reserve Civil Affairs and Psychological Operations forces for worldwide support to regional combatant commanders, U.S. ambassadors, country teams and other agencies as directed.

USACAPOC also provides forces, resources and expertise in civil affairs and psychological operations in support of the regional commanders-in-chief, joint task forces, and U.S. ambassadors and country teams. Civil affairs and psychological operations units and Soldiers perform missions around the world in support of U. S. foreign policy.

Military Intelligence Readiness Command (MIRC)

The MIRC enables the ongoing intelligence requirements of the U. S. Army, combatant commands, combat support agencies, and other services by providing trained and ready Soldiers; mission-tailored teams and units; and state-of-the-art intelligence production and training facilities.

11th Aviation Command

The 11th Aviation Command provides air traffic services, airfield management, aero medical evacuation, combat aviation brigade reinforcement, theater aviation support and coordination of aviation staging and onward movement in order to support corps, Army or joint operations in theater.

Theater Signal Commands

The mission of the 311th and 335th Signal Commands is to provide communications support in the theater of operations to the Army Service Component Commander, Army Forces (ARFOR), joint and coalition forces. They provide command and control of all assigned and attached signal units; formulate and implement signal support plans, policies and procedures. Install, operate, maintain, and protect command, control, communications, and computer (C4) systems and networks, strategic and tactical, in support of U.S. operations.

200th Theater Military Police (MP) Command

The 200th Theater Military Police Command will provide command and control for the execution, planning, supervision, coordination and integration of MP combat support and Internment/Resettlement brigades and other military police units engaged in theater-level Army, joint and multinational military police operations in support of the Army/Combatant Commander's priorities.

377th Theater Sustainment Command

The 377th Theater Sustainment Command will provide command and control of all assigned, attached and operational control (OPCON) units. It provides sustainment planning, guidance and support to forces in an area of operation. This will become the largest command in the Army Reserve. Assigned under the 377th will be five general officer Expeditionary Sustainment Commands (ESC): the 103rd, 143rd, 310th, 311th and 316th ESC's. The ESCs are a critical component to the Army Reserves theater sustainment role, designed to forward deploy in an austere theater and provide combat service assets and services.

Engineer Commands

The 412th and 416th Engineer Commands provide theater-level engineer operations in support of assigned theater commanders. These units participate in joint and combined regional contingency operations. They also support continental U.S.-based engineer requirements as directed.

Generating Forces

Institutional Training Commands

The current six Divisions (Institutional Training) will realign under three new training commands: 80th Training Command (The Army School System), and the 108th Training Command (Initial Entry Training) and the 84th Training Command (Leader Readiness). The various brigades within the current Div. (IT) s will be reorganized by specialty and re-aligned under a general officer training division headquarters.

The 80th Training Command (TASS) will have three subordinate general officer commands; the 102nd Division (Maneuver Support), the 94th Div. (Force Sustainment) and the 100th Division (Operations Support). These are responsible for administering the Army Schools System, across the entire United States.

The 108th Training Command (IET) will have two subordinate general officer commands; the 95th Div., responsible for the IET units in the western United States and the 98th Div., responsible for the IET units in the eastern United States. These units administer initial entry training for new Soldiers at installations across the nation.

The 84th Training Command (LR) will have two subordinate general officer commands: the 70th Div. (Functional Training), responsible for administering functional training and the 104th Div. (Leader Training), responsible for administering professional development courses for officers and non-commissioned officers.

Training Support Commands

Another key part of Army Reserve transformation is the redesign of the Army Reserve collective training capability within the Training Support Divisions (TSD).

The five current Army Reserve TSD headquarters and their subordinate units will re-align under several new headquarters including: Army Reserve (AR) TSD East; AR TSD West, 75th Battle Command Training Division (BCTD), 78th Operations Group and the 91st Operations Group.

The headquarters, AR TSD East and AR TSD West will provide the Army Reserve staff augmentation for the First U.S. Army's Division East and Division West respectively, and will be under the operational control of the First U.S. Army, an active component Army headquarters. The Army Reserve training and logistical support battalions previously subordinate to the five legacy TSDs will realign geographically under AR TSD West and AR TSD East. They will support the training and readiness oversight mission of the First U.S. Army by conducting pre- and post-mobilization training support to all National Guard and Army Reserve units.

The 75th TSD Headquarters will transform into the 75th Battle Command Training Division (BCTD). It will retain its current 1st Brigade, a Battle Command Staff Training (BCST) Brigade and will also assume command of the BCST Brigades of the other four TSDs. Battle command training involves staff command post exercises supported with computer simulations which enable staffs to improve their operating efficiency and effectiveness.

The 78th TSD and 91st TSD Headquarters will transform into the 78th and 91st Operations Groups respectively. These operations groups will provide realistic, scenario driven training for combat support and combat service support units up to brigade-level. The scenarios will use live fire exercises and opposing force elements in contemporary operating environments and will also integrate virtual and constructive simulations and simulators during unit training.

The 85th TSD Headquarters will transform into the Regional Support Group (RSG) for AR TSD West. The 87th TSD Headquarters will transform into the RSG for AR TSD East. The RSGs will provide administrative support to the Army Reserve units and Soldiers within the AR TSD commands.

Regional Readiness Sustainment Commands (RRSC)

In September 2006 four newly-created Regional Readiness Sustainment Commands (RRSC) entered carrier status within the Army Reserve. These wi[11] take the place of the current 10 Regional Readiness Command (RRC) headquarters in providing base operations support to Army Reserve units in their respective regions. The new commands, designated as the 63rd, 81st, 88th and 99th RRSCs will provide personnel, information and resource management, facilities and equipment support to the AR units in their geographic area. The new RRSCs will be fully operational no later than FY 08. The former RRC missions of command and control, and training and readiness oversight are shifting to the O&F Commands.

The 88th RRSC will be organized at Fort McCoy, Wis. Its geographical area will include Washington, Oregon, Idaho, Montana, Wyoming, Utah, Colorado, North Dakota, South Dakota, Nebraska, Kansas, Minnesota, Iowa, Missouri, Wisconsin, Illinois, Michigan, Indiana and Ohio.

The 63d RRSC will be organized at Moffett Field, California. Its geographical area will include California, Nevada, Arizona, New Mexico, Texas, Oklahoma and Arkansas.

The 99th RRSC will be organized at Fort Dix, N. J. Its area will include Virginia, West Virginia, Maryland, Delaware, New Jersey, Pennsylvania, New York, Rhode Island, Massachusetts, New Hampshire, Connecticut, Vermont and Maine.

The 81st RRSC will be organized at Fort Jackson, S.C. Its geographical area will include Kentucky, Tennessee, North Carolina, South Carolina, Georgia, Alabama, Louisiana, Mississippi and Florida.

Future Force

The transformation of the Army Reserve actions are part of the overall transformation plan that will better align our units with the Army Campaign Plan and modularity transformation initiatives.

Once complete the AR will be able to provide 60 support brigade equivalents and 10 Civil Affairs/Psychological Operations brigade equivalents to support the missions of the active component.

These and other initiatives currently underway are essential for the Army Reserve's readiness and relevance as a federal force in support of our national security strategy.

(Editor's Note: Please see the accompanying tables and graphics on pages 22–25 for more information regarding the Army Reserve "Future Force" units and locations.)

143RD TRANSCOM MOVING FORWARD WITH TRANSFORMATION

By SSG James Martin
Public Affairs Office
377th Theater Support Command
LTC Matt Leonard
Army Reserve Public Affairs

CAMP ARIFJAN, Kuwait — Following its successful five-year tour in Kuwait the 143rd Transportation Command (TRANSCOM) (Forward) is moving ahead with transformation. In September of 2007 the entire 143rd TRANSCOM will re-activate as the 143rd Sustainment Command (Expeditionary) with it's headquarters in Orlando, Fla.

Last December the forward of the 143rd TRANSCOM, stationed in Kuwait de-activated. This inactivation is one of many force structure changes the Army Reserve is undergoing in its transition to an operational force. It is all part of Army transformation.

During the ceremony MG Dennis Hardy, Third Army/U.S. Army Central Deputy Commanding General said, "This is the first step in the transformation of the 143rd as we case the colors of the forward element today leading eventually to summer 2007 when we case the colors of the 143rd Transportation Command back in the United States."

With the deactivation, the roles and responsibilities the 143rd TRANSCOM (Forward) have been transferred to the 377th Theater Support Command (Forward).

"We are preparing for the future," said MG Thomas Robinson, 377th Theater Support Command (Forward), commanding general. "The mission has not changed. The warfighter still needs supplies and equipment. Those on the ground will not see any difference in the level of services we're providing."

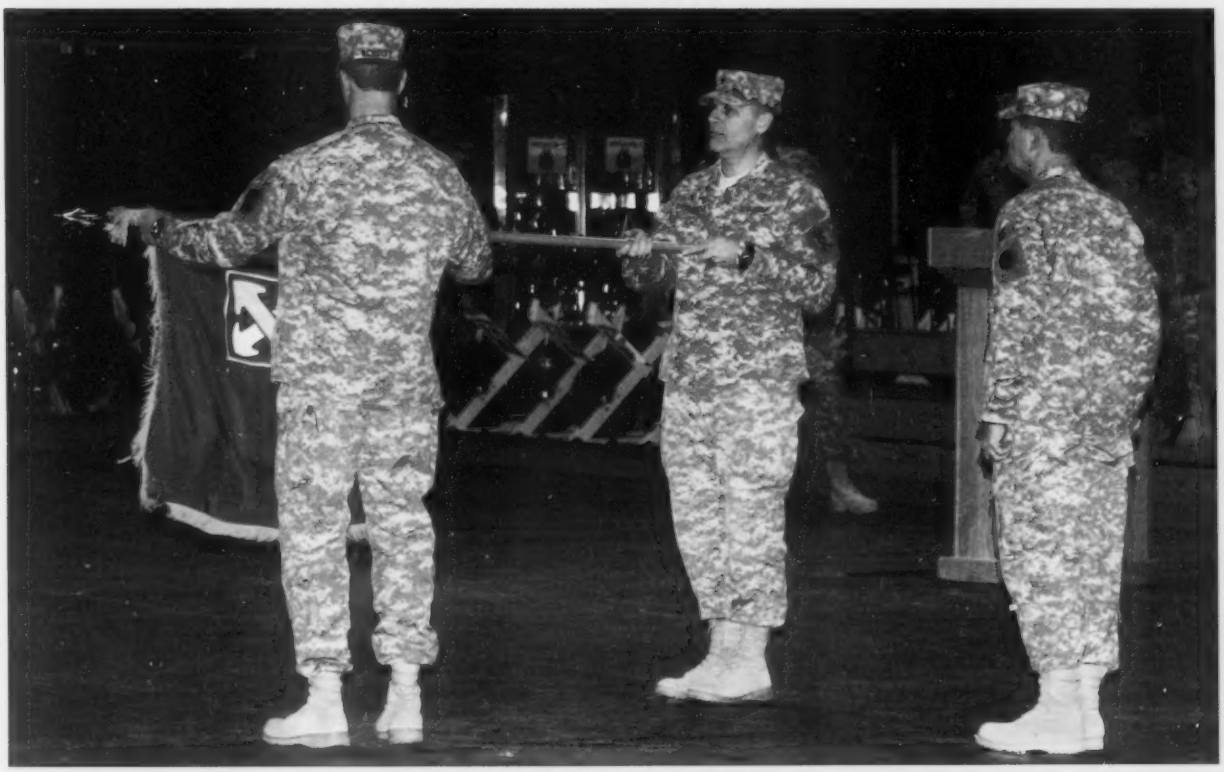


PHOTO: SSG JAMES MARTIN

The 143rd TRANSCOM (Forward) begins its transformation as BG Keith L. Thurgood, center, and CSM Michael Schultz, left, case the units colors as MG Dennis Hardy, right, observes during the deactivation ceremony held in December, 2006, at Camp Arifjan, Kuwait.

Robinson was the commanding general of the 143rd TRANSCOM in the United States until he took command of the 377th TSC (Forward).

"We are moving toward multifunctional units capable of, for example, transportation, ordnance and quartermaster roles," said Robinson. "This is ultimately more efficient."

Held at Camp Arifjan, Kuwait, the deactivation ceremony included Soldiers and Sailors from the 143rd TRANSCOM (Forward) subordinate commands. The unit had been on the ground since the start of Operation Enduring Freedom and was already present at the start of Operation Iraqi Freedom. The 143rd rendered transportation support to Third U.S. Army and U.S. Army Central Command operations in the Middle East.

"The 143rd TRANSCOM, supported by the units here today as well as the units and rotations before us, has accomplished a logistics feat that only rivals the enormous effort that were essential for success in World War II," said BG Keith Thurgood, 143rd TRANSCOM (Forward), commanding general.

During his address, Thurgood drew an analogy between his unit and the famous Red Ball Express. This unit was a convoy system set up in 1944 that moved supplies and equipment over hundreds of miles to ensure the Allies had what they needed to continue the fight.

"At its peak, the Red Ball Express delivered 12,000 tons of supplies forward to the depots daily. When the Red Ball Express ended, our truckers had delivered 413,000 tons of supplies," Thurgood said. "Today we deliver 16,000 tons of supplies daily, across lines of communication that are over 600 miles long, from the ports, up to Iraq and back again."

Some accomplishments of the 143rd TRANSCOM (Forward) during the last five years include conducting 138,000 convoys that covered more than 100 million miles. The unit also unloaded more than 600 ships and moved more than eight million tons of cargo.

"Every truckload we deliver brings us closer to victory. Without our logistics capabilities, the fine men and women at the tip of the spear would not be able to accomplish their jobs and the overall mission would fail," Thurgood said. "[This change] will make us more agile, more flexible and more capable to support the warfighter."

"Today is a sad day, and it's a happy day. It is a sad day because it marks the end of the [Transportation Command's] forward element which has been here for five years as an enduring unit," said BG Keith Thurgood, 143rd TRANSCOM (Forward), commanding general. "It's a happy day because it marks the beginning of change. It marks the beginning of a transformation as we move from a transportation command to a sustainment command in support of the Army's modular structure."

TRANSFORMATION TO BRING NEW ROLE TO CSTC

By Amy Phillips
Public Affairs Office
Combat Support Training Center

FORT HUNTER LIGGETT, Calif. — With Army Transformation in full swing, reorganizations and new commands are the norm these days within the Army community. Commanders everywhere are faced with new challenges and opportunities, and the U.S. Army Combat Support Training Center (CSTC) is no exception.

Transformation brought about a new mission for the CSTC to support the Army Force Generation (ARFORGEN) model.

PHOTO: AMY PHILLIPS

Assistant Chief of Staff for Installation Management and Commanding General IMCOM, LTG Robert Wilson, discusses strategies to enhance services at the U.S .Army Combat Support Training Center (CSTC), Calif.

Based on this model, Army Reserve units will require a place to conduct large-scale collective training during the years three and four of the ARFORGEN cycle. This is where Fort Hunter Liggett's (FHL) expansive 165,000 acres of theater-like terrain comes in. FHL is the Army Reserve's largest installation, and the eighth largest in the Army's inventory. CSTC will fully utilize the Simulation Center at Camp Parks in conjunction with the maneuver areas and ranges at FHL to conduct real world collective training for units in the validation phase of their ARFORGEN training cycle.

"Fort Hunter Liggett has a long-standing and proven history of support for Soldier training. The new CSTC mission gives the installation an even more important role in Army transformation and providing high quality services to our Soldiers and their Families," said LTG Robert Wilson, assistant chief of staff for installation management and commanding general Installation Management Command (IMCOM).

In February 2007 the CSTC hosted a meeting with the key leaders from the Office of the Assistant Chief of Staff for Installation Management, IMCOM and the U.S. Army Reserve Command (USARC) at FHL. Wilson led the meeting with USARC Chief of Staff BG Oscar Anderson, ACSIM Army Reserve Director COL Jorge Santiago, IMCOM-West Deputy Director COL Douglas Biggerstaff and both the current and incoming CSTC commanders, COL. W. Scott Wood and COL Kevin Riedler, respectively.

Wilson, along with the other key players was able to brainstorm ideas to further enhance services at the CSTC. He then immediately began to coordinate the action items. One action item which was immediately decided upon was moving the headquarters from Camp Parks to FHL effective May 2007. Some key staff positions had already been relocated to Fort Hunter Liggett prior to that time.

The group got an aerial tour of the installation and many of them also visited the Moffett Field enclave which the CSTC oversees. The Moffett Field enclave will be home to the new 63rd Regional Readiness Sustainment Command, an armed forces reserve training center and a military entry processing station.

"The aerial tour provided me a good perspective of the vast potential of this installation. The terrain is theater-like, and has ideal maneuver space for today's brigade combat team-based Army," said Wilson.

"The outcome of the meeting was successful beyond my wildest dreams, said Wood. I look forward to getting the additional support that will enable me to provide top-notch services to the Soldiers training at the CSTC, and the military Families living at our sites."

94TH RRC BEGINS TRANSFORMATION

By SPC Micah Wright
PFC Matthew Wisnieski
362nd Mobile Public Affairs Detachment

DEVENS, Mass. — "By order of the Department of the Army, effective Sept. 16, 2006, the 167th Corps Support Group (CSG) is hereby inactivated," read COL Andrew Barclay, commander of the 167th CSG during the unit's inactivation ceremony held at the Devens Reserve Forces Training Area.

As his words rang out across the training ranges, and the Soldiers cased the colors and guidons of five units, it was obvious to everyone present that the proceedings heralded change for Soldiers of the 94th Regional Readiness Command (RRC).

It is an oft-quoted saying that change is the only constant thing in life. This is especially true in today's Army Reserve.

According to officials with the United States Army Reserve Command (USARC), the Londonderry, N.H.-based unit was one of the first units to undergo the command's transformation process, which is designed to rebalance the Army Reserve's warfighting capabilities.

Even though units are being restructured throughout the 94th RRC and the USARC, retaining Soldiers is the top priority for each commander. "We're trying to make sure all Soldiers have a position," said Barclay. "We need and want everybody."

Soldiers will continue to receive opportunities to lead and make a difference. "Soldiers will have to know each other's job to adapt and the unit will be trained on a lot of jobs," said SPC Eric Munro, with the 167th CSG S-1 section.

"Not only will the depth of each Soldier's experience increase, but also the breadth of his or her knowledge," said Munro.

While the 167th CSG is now a part of military history, Barclay's closing remarks at the ceremony emphasized the group's continued heritage.

"The Army is undergoing one of the greatest transformations in its existence, converting its forces to be lighter, more mobile and faster to changing fluid situations. While the group no longer exists, her tradition carries on within the 167th Combat Support Sustainment Battalion," stated Barclay. "Links of Strength."

Barclay will remain involved in the transformation by serving at the brigade level as the inaugural commander of the 302nd Combat Support Brigade, which is scheduled to stand up in 2008. "It (the 302nd), like the combat support sustainment battalion

PHOTO: LINDA A. JELENIEWSKI

Soldiers of the newly converted 167th Combat Support Sustainment Battalion (CSSB) Headquarters, Headquarters Detachment stand at ease as one Soldier holds the new unit's guidon during a ceremony held in September, 2006.

(CSSB), is designed to 'plug' into operational formations commanded by corps or division commanders to support brigade combat teams, once deployed," explained Barclay.

During the ceremony, six units were inactivated: the 411th Quartermaster Company, Brockton, Mass., 947th Quartermaster Company, Somersworth, N.H., 283rd Transportation Company, Fairfield, Conn., 821st Transportation Detachment, Londonderry, N.H., 884th Transportation Detachment, Providence, R.I., and the 1205th Transportation Battalion, Middletown, Conn.

The 801st Quartermaster Company, Brockton, Mass., and the 530th Engineer Detachment, Somersworth, N.H., were activated.

The 167th CSG Headquarters converted to the 167th Headquarters, Headquarters Detachment CSSB under the 655th Area Support Group, which converted to the 655th Regional Support Group (RSG). The 401st Chemical Company converted from a smoke generation chemical company to a chemical detection company under the 655th RSG. The 439th Quartermaster Company under the 334th Quartermaster Battalion converted from the 167th CSG to the 655th RSG.

WILDCATS BREAK GROUND FOR NEW 81ST FACILITY

By SPC Micah Wright
PFC Matthew Wisnieski
362nd Mobile Public Affairs Detachment

FORT JACKSON, S.C. — On March 10, 2007, members of the 81st Regional Readiness Sustainment Command (RRSC) of Fort Jackson, S.C., and the 81st Regional Readiness Command (RRC) of Birmingham, Ala., joined to hold a groundbreaking ceremony for one of the Army Reserve's newest Armed Forces Reserve Centers. The event took place at Marion Avenue and Ewell Road on Fort Jackson, the site of the new home for the Wildcats.

Featured speakers at the event were: The Honorable Addison Graves (Joe) Wilson, U.S. Representative from South Carolina; MG Charles E. Gorton, commander of the 81st RRSC, and Ian Headly, regional director for South Carolina's Republican Senator, Jim DeMint.

"The Army Reserve has my support and the support of the American people as it restructures to play the role we need it to. I am certainly proud that this restructuring has led to a homecoming for the Wildcats," wrote DeMint. "South Carolina has a long and proud military tradition. Fort Jackson and the Midlands of South Carolina will make a great home for the 81st Regional Readiness Sustainment Command."

As part of the Army Reserve's transformation, the 81st RRC will inactivate in October 2008. The 81st RRSC gained carrier status in September 2006, paving the way for assigning personnel as the transformation effort continues. The RRSC will retain the RRC's name and lineage of the Wildcats. It will move into the brand new 80,000 square-foot facility at Fort Jackson. The new Reserve Center will cost $14.2 million and is expected to be ready for occupancy in spring 2008.

Early in the ceremony, George W. Goldsmith, Jr., Dr. Robert R. Nash, and James J. Cardo, Jr., were inducted as Army Reserve Ambassadors. MG Goldsmith retired from the Army Reserve after serving as commanding general of the U. S. Army Reserve Readiness Command. Nash retired from the Army Reserve as the command sergeant major of the 108th Training Division. Cardo retired from the Army Reserve as a colonel after serving as assistant division commander of the 108th.

The 81st RRSC will be composed of approximately 300 people, including 217 full-time civilian employees, 38 full-time Active Guard and Reserve Soldiers, and 45 troop program unit Army Reserve Soldiers. The command's eight-state area of responsibility (Alabama, Florida, Georgia, Mississippi, Kentucky, North Carolina South Carolina, and Tennessee) will be increased to include Louisiana.

The mission for the new RRSC will include providing personnel, information and resource management, facilities and equipment support to the unit's commands in its geographic area. The training and readiness oversight functions currently performed by RRCs will be done by those functional and operational commands.

These changes in the Army Reserve are based on recommendations by the Base Realignment and Closure Commission. The resulting transformation is the most comprehensive modernization of the force since World War II. The 81st RRSC will serve as part of the foundation and an architect of tomorrow's Army Reserve. ARM

PHOTO: MSG MALCOLM WOLF

From left to right: MG Charles Gorton, commanding general, 81st RRSC, U.S. Rep. Joe Wilson, S.C., Ian Headley, regional director for U.S. Senator Jim DeMint, S.C., CSM Luis A. Blanco, 81st RRSC and MG James W. Rafferty, commanding general, 81st RRC take the ceremonial first shovel of dirt as part of the groundbreaking ceremonies for the new RRSC building on Fort Jackson, slated to open in May 2008.

Command and Control Structure as Projected for Fiscal Years 2008–09

TWO STAR GO CMD	ONE STAR GO CMD	BDE CMD (COLONEL)	HQ LOC	ST
Operational & Functional Commands FY 08–09 (BDE and Higher)				
311th Signal Command (Theater)			Ft Shafter	HI
335th SC (Theater)			East Point	GA
		209th Regional Support Group	Belton	MO
		650th Regional Support Group	Las Vegas	NV
	359th SIG BDE		Ft Gordon	GA
	415th CM BDE		Greenville	SC
200th Military Police CMD			Ft Meade	MD
	11th MP BDE		Ashley	PA
	300th MP BDE		Inkster	MI
	800th MP BDE		* Uniondale	NY
412th ENCOM			Vicksburg	MS
		302nd CSB (ME)	Westover	MA
	411th EN BDE		Newburgh	NY
	926th EN BDE		Montgomery	AL
416th ENCOM			Darien	IL
		301st CSB (ME)	Ft Lewis	WA
	372nd EN BDE		Ft Snelling	MN
	420th EN BDE		Bryan	TX
	MIL INTEL Readiness CMD		Ft Belvoir	VA
	11th Aviation CMD		Ft Knox	KY
		244th Avn Bde	Ft Dix	NJ
USACAPOC				
		2nd PSYOP Group	Parma	OH
		7th PSYOP Group	Moffett Field	CA
	350th CA CMD (Theater)		Pensacola	FL
		358th CA BDE	* March AFB	CA
	351st CA CMD (Theater)		Mountain View	CA
		321st CA BDE	San Antonio	TX
		364th CA BDE	Portland	OR
		322nd CA BDE (assigned to USARPAC / PACOM)	Ft Shafter	HI
	352nd CA CMD (Theater)		Ft Meade	MD
		354th CA BDE	Riverdale	MD
		360th CA BDE	Ft Jackson	SC
	353rd CA Command (Theater)		Staten Island	NY
		304th CA BDE	Philadelphia	PA
		308th CA BDE	Homewood	IL
377th THEATER SUSTAINMENT CMD			New Orleans	LA
	103rd Expeditionary Support CMD		Des Moines	IA
		89th Sustainment Brigade	Wichita	KS
		300th Sustainment Brigade	* Grand Praire	TX
		164th QM Group	Broken Arrow	OK
		208th Regional Support Group	Ft Sam Houston	TX
		211th Regional Support Group	Corpus Christi	TX
		561st Regional Support Group	Omaha	NE
		644th Regional Support Group	Ft Snelling	MN
		647th Regional Support Group	El Paso	TX
		649th Regional Support Group	Cedar Rapids	IA
		651st Regional Support Group	Aurora	CO
	143rd Expeditionary Support CMD		Orlando	FL
		321st Sustainment Brigade	Baton Rouge	LA
		207th Regional Support Group	Ft Jackson	SC
		641st Regional Support Group	St Petersburg	FL
		642nd Regional Support Group	Decatur	GA
	310th Expeditionary Support CMD		Indianapolis	IN
		90th Sustainment Brigade	Little Rock	AR
		206th Regional Support Group	Indianapolis	IN
		640th Regional Support Group	Nashville	TN
		643rd Regional Support Group	Columbus	OH
		645th Regional Support Group	Southfield	MI
		646th Regional Support Group	Madison	WI
		648th Regional Support Group	St Louis	MO
	311th Expeditionary Support CMD		Los Angeles	CA
		96th Sustainment Brigade	Salt Lake	UT
		304th Sustainment Brigade	Los Angeles	CA
		652nd Regional Support Group	Helena	MT
		653rd Regional Support Group	* Mesa	AZ
		654th Regional Support Group	Tacoma	WA
	316th Expeditionary Support CMD		Coraopolis	PA
		55th Sustainment Brigade	Ft Belvoir	VA
		77th Sustainment Brigade	Ft Dix	NJ
		165th QM GRP	Ft Belvoir	VA
		475th QM GRP	Farrell	PA
		38th Regional Support Group	Cross Lanes	WV
		301st Regional Support Group	* Butler	PA
		655th Regional Support Group	Ft Devens	MA
		166th Regional Support Group	Ft Buchanan	PR
		210th Regional Support Group	Ramey	PR
		657th Regional Support Group	Ft Shafter	HI
(Yellow denotes Direct Reporting Cmd)			* Denotes future location	

TWO STAR GO CMD	ONE STAR GO CMD	BDE CMD (COLONEL)	HQ LOC	ST
3rd Medical Deplo Support CMD			Tampa	FL
807th Medical Deplo Support CMD			Seagoville	TX
	2nd MED BDE (COMMZ)		San Pablo	CA
	8th MED BDE (COMMZ)		Staten Island	NY
	330th MED BDE (EAC)		Ft Sheridan	IL
	332nd MED BDE (COMMZ)		Nashville	TN
	338th MED BDE (CORPS)		Chester	PA
	804th MED BDE (COMMZ)		Ayer	MA
		5th MED GRP	Birmingham	AL
		139th MED GRP	Independence	MO
		176th MED GRP	Garden Grove	CA
		307th MED GRP	Blacklick	OH
		331st MED GRP	Wichita	KS
		334th MED GRP	Grand Rapids	MI
Sustainment & Training Commands FY 08–09 (BDE & Higher)				
Regional Readiness Sustainment Cmds				
63rd RRSC (Southwest)			Moffett Field	CA
81st RRSC (Southeast)			Fort Jackson	SC
88th RRSC (Northwest)			Fort McCoy	WI
99th RRSC (Northeast)			Fort Dix	NJ
Training Commands				
80th Training CMD (TASS)			Richmond	VA
	94th TNG DIV (Force Sustainment)		** Ft Lee	VA
		1st BDE (QM) 94 DIV	Charleston	WV
		2nd BDE (TC) 94 DIV	Harrisburg	PA
		3rd BDE (OD) 94 DIV	Indianapolis	IN
		4th BDE (PS) 94 DIV	Decatur	GA
		5th BDE (MTFB) 94 DIV	Puerto Nu	PR
		LOG SPT BDE	Oklahoma City	OK
	100th TNG DIV (OPNS SUPP)		Ft Knox	KY
		1st BDE (MI) 100 DIV	Devens	MA
		2nd BDE (SC) 100 DIV	Sacramento	CA
		3d BDE (CA/PO) 100 DIV	Ft Totten	NY
		4th BDE (HS) 100 DIV	Ft Sam Houston	TX
	102d TNG DIV (TASS) (Maneuver SPT)		** Ft Leonard Wood	MO
		1st BDE (EN) 102 DIV	Tulsa	OK
		2nd BDE (MP) 102 DIV	Ft Snelling	MN
		3rd BDE (CM) 102 DIV	West Hartford	CT
84th Training CMD (LR)			** Ft Knox	KY
	70th TNG DIV (Functional)		** Ft Knox	KY
		1st BDE (SCHS) 70 DIV	** Ft Knox	KY
		2nd BDE (TNG DEV) 70 DIV	** Ft Knox	KY
	104th TNG DIV (Leader Training)		Ft Lewis	WA
		1st BDE (PD) 104 DIV	Aurora	CO
		2nd BDE (PD) 104 DIV	Waukegan	IL
		3rd BDE (PD) 104 DIV	Ft Belvoir	MD
108th Training CMD (IET)			Charlotte	NC
	95th TNG DIV (Initial Entry TNG)		Ft Sill	OK
		1st BDE (IET) 95 DIV	Lawton	OK
		2nd BDE (IET) 95 DIV	Vancouver	WA
		3rd BDE (IET) 95 DIV	Salem	VA
		4th BDE (IET) 95 DIV	Buffalo	NY
	98th TNG DIV (Initial Entry TNG)		** Rochester	NY
		1st BDE (IET) 98 DIV	Spartanburg	SC
		2nd BDE (IET) 98 DIV	Ft Jackson	SC
		3rd BDE (IET) 98 DIV	Lexington	KY
		4th BDE (IET) 98 DIV	Beaver Dam	WI
75th Division (BCTD)			Houston	TX
	1st BDE (BCTD) 75 DIV		Houston	TX
	2nd BDE (BCTD) 75 DIV		Ft Dix	NJ
	3rd BDE (BCTD) 75 DIV		Arlington Heights	IL
	4th BDE (BCTD) 75 DIV		Birmingham	AL
	5th BDE (BCTD) 75 DIV		Ft Hunter-Liggett	CA
AR Support CMD (1A)			Ft Gillem	GA
	AR TSD East		Ft Meade	MD
	Regional Support Group (AR TSD-E)		Birmingham	AL
	AR TSD West		Ft Carson	CO
	Regional Support Group (AR TSD-W)		Arlington Heights	IL
	78th Operations Group		Ft Dix	NJ
	91st Operations Group		Ft Hunter-Liggett	CA
(yellow denotes Direct Reporting Cmd)			** final stationing action pending approval	

United States Army Reserve—Future Force—Direct Reporting Commands

Army Reserve "Future Force" as projected for Fiscal Year 2011

United States Army Reserve—Future Force—GO Subordinate Commands

Army Reserve "Future Force" as projected for Fiscal Year 2011

UPDATE ON Operation Iraqi Freedom

PHOTO: MSG ANTHONY MARTINEZ

Convoy commander 1LT Randy Shields, 108th Training Division conducts a convoy briefing prior to departure to Taji, Iraq. Every convoy begins with a briefing to reiterate rules of engagement, current intelligence reports, rally points, order of march and overall safety.

(Editor's Note: MSG Anthony Martinez, SFC Steve Opet and LTC William Nutter traveled to Iraq as the U.S. Army Reserve Public Affairs Acquisition Team and filed the following stories on Army Reserve units deployed in Theater.)

ROUGH RIDERS PROVIDE CONVOY SECURITY

By MSG Anthony Martinez
Army Reserve Public Affairs

INTERNATIONAL ZONE, Iraq — Get in, sit down, buckle up and hold on! That's what the sign on the motor pool building for the 1st Provisional Motorized Infantry Company here says. And if you're a smart Soldier you'll do exactly as the sign says because you really are in for the ride of your life when you shut that armored Humvee door and set the battle lock.

Mobilized with several platoons of the Army Reserve's 108th Training Division, the company, nicknamed "Rough Riders," provides convoy security operations for the Multi-National Security Transitional Command—Iraq (MNSTC-I) in the International Zone in Baghdad.

A mission with the Rough Riders in Baghdad is a bit like going for a drive on the freeways in Los Angeles during rush hour. Oh, and a couple of other things. "We see 70 to 100 events in Baghdad alone, every day. Of those there are probably a half dozen vehicle born improvised explosive devices (VBIEDs), two dozen IEDs, small arms fire or rocket propelled grenades (RPGs). It keeps you on your toes," said SFC Thomas Brittain, truck commander (TC) for the lead vehicle in the convoy lineup.

For convoy driver SSG Benjamin Moroni, who works as maintenance supervisor back home in Highpoint, N.C., it is not a walk in the park. "It's hectic out there. It's nothing like back in the

states. I mean there are no laws out here, people cutting in and out, doing crazy stuff. There is a lot to look out for and you've got to be able to react quickly," he said.

To navigate the traffic and avoid the dangers of IEDs, sniper fire and RPGs along the convoy route, each Soldier in a Rough Rider vehicle is fitted with headphones and microphones so that they can communicate with each other about what they see in their assigned visual sector.

One of the key players in the communication is the gunner who sits atop the Humvee in the gunner's turret. "As the gunner in the lead truck you gotta help the TC make decisions on when to swim. When we say 'swim' we mean going against traffic on the opposite side of the road. We help them find the seams in the traffic," said SGT Craig Grivois, 31, a gunner mobilized with the 108th Division from Fort Jackson, S.C. who works as a production manager back home.

"We're constantly talking to the driver and the TC, as well as looking out for the bad guys – trying to find some of the obvious things like possible IED locations and stuff like that. It's not just sitting behind a gun," said Grivois.

Not only does Grivois talk with the team in the Humvee, but you can hear him yelling at the locals on the street too. Telling them to move out of the way and waving them off with his hands. And when they don't listen, he elevates the situation. "A lot of times the local people may not see us coming or they think they can run with us so we have to shoot a flare out either along side the vehicle or over the vehicle to let them know. If they don't see us at first, they'll see the flare," he said.

PHOTO: MSG ANTHONY MARTINEZ

Turret gunner SSG Benjamin Moroni, 108th Training Division, conducts pre-combat checks on his equipment and radio before his next convoy security mission. Turret gunners are the eyes and firepower behind convoy security missions. Capable of a 360 degree view of the convoy, truck commanders and drivers rely on the sharp eyes and analysis of the gunner.

Listening in on the headsets, the radio banter seems chaotic—each Soldier calling out potential danger spots they see like cars, people on roofs, animal carcasses—whatever might seem out of place or pose a threat. At the same time they are all looking for seams in the Baghdad traffic—places that will allow the convoy to keep moving.

For a first-time passenger all the radio banter, swerving around, sirens blaring and flares popping can be a little overwhelming, but like many Army processes it is controlled chaos with an end in mind. "The number one thing we do is we try to keep moving," said Brittain, "so you're not a sniper target. You're not giving anybody time to go pick up their weapon, RPGs or whatever and fire it at you. We're convoy security and our mission is to get people from point A to point B. We're not a patrol and we'll do about whatever it takes to keep moving through those heavy walls of traffic, without a stop," he said.

For the Rough Riders of the 108th Division, another convoy is just another day in bad traffic. But they wouldn't have it any other way. "We're happy to do it, it's a good job, I think everybody here likes the job and that's job security," said Brittain. "We'd be kind of upset if there weren't people left to move around. We'd get stuck on a staff job or behind a desk or something like that, just riding the gravy train."

CA UNIT ASSISTS IN REBUILDING IRAQI INFRASTRUCTURE

By SFC Steve Opet
Army Reserve Public Affairs

CAMP SPEICHER, Iraq — Riding shotgun in an up-armored Humvee as a convoy NCO in charge through the volatile streets of Tikrit, Iraq, and riding in a city fire truck back home in Meadeville, Pa., are two very different experiences.

However, they are both experiences that belong to Army Reserve SFC Darren Hall, a medic assigned to the 402nd Civil Affairs (CA) Battalion, based in Tonawanda, N.Y. "I've been a fire fighter for Meadville for the last eight years," said Hall, who has been in Iraq for close to a year. "The fire department has been very supportive of me through my training and two deployments," he said.

Based at Camp Speicher, Hall and his fellow civil affairs Soldiers are on the road in convoys several days a week, logging more than 165 convoys in their area of operations north of Kirkuk and south to Baqubah, an area approximately the size of West Virginia, according to SGM Terry Davis, battalion sergeant major, Clearfield, Pa.

"As a civil affairs unit, we are here to assist the Iraqis in rebuilding their infrastructure," said Davis. "This means the unit deals on a daily basis with building, repairing or assisting in projects involving schools, hospitals, security, local government, business, power, law and fuel," Davis added.

To successfully accomplish this vital mission, the 402nd CA Bn. became experts in convoy tactics, a crucial skill necessary to navigate the dusty highways and narrow streets of Iraq.

"Through experience, we became good enough that our higher command, 3rd Brigade, 82nd Airborne Combat Brigade, tasked us with training their Soldiers in convoy operations," said Hall. "We had been in-country for six months when the 82nd arrived, so we had the experience and the know-how to train these Soldiers," he said.

CPT Edwin Sherman, a construction officer with the 82nd Airborne, agrees with Hall. "They are really good. Coming from the 82nd I want to be 'hooah' and I actually get to go out more with the 402nd," he said.

Hall, a combat medic with a previous tour in Afghanistan under his web belt, also serves as the unit's medic. "This deployment is just as rewarding to me as the first one. We provided medical aid to the Afghan people, and local nationals who were injured, and also military personnel. On this deployment we're actually assisting in the rebuilding of their infrastructure, and we get to see all of the results of our work," he said.

PHOTO: SFC STEVE OPET

MAJ Christina Nagy, a project manager with the Army Reserve 402nd Civil Affairs Battalion, visits a Family-owned bakery in downtown Tikrit in search of sweets for the unit. Whenever the unit goes to the governors' complex, she stops by to check on the Family and how the business is faring.

Hall said that the 402nd CA Bn. has helped create a lot of jobs for the people here. They've assisted in providing better water and sewage and are now working on the electrical system.

All of the units' Soldiers interact with the Iraqis, building a good rapport based on mutual respect and trust. Meeting with the governor and deputy governor of Tikrit Province, as well as local officials and businessmen, is MAJ Christina Nagy, Spartansburg, Pa. Nagy, who works for the Pennsylvania Department of Environmental Protection, is a project manager at Camp Speicher. "I meet with local business people and officials and hear their proposals for new enterprises," she said.

After reviewing and discussing the proposals with the provincial government, they moved ahead with the approved projects.

"I think the most successful project that we've had—and we've had a lot of successful projects—is the Ad Dawr textile mill," Nagy said. "We took a basically torn-down, bombed-out building and turned it into a functioning, sustaining facility that is now employing over 200 people, producing gar-

ments and making a profit," she said.

This project was proposed by and supervised by Dr. Kadhim Noori, an expert in vocational education. After getting the mill up and running, Noori, with the help of the 402nd CA Bn., has set up a pilot adult literacy program with over 100 graduates in the first class. "I have personally tested them all before they graduated and I am very proud of them," he said.

PHOTO: SFC STEVE OPET

SGT Nick Wall mans the squad automatic weapon in his Humvee's armored turret during a 402nd Civil Affairs Battalion convoy.

The 402nd Civil Affairs Bn. has performed well but there is still a lot of work to be done. "We need to improve the hospital conditions more, get more medical supplies and assist in training more doctors and nurses," said Hall. "We do have a joint task force working on that right now," he added. "Soldiers of the 3rd Brigade, 82nd Airborne, are working on nursing schools throughout the province to increase the amount of nurses. Presently they have 16 students," he said.

The Soldiers of the 402nd CA Bn. are serving the interests of both America and Iraq by bringing their professionalism, experience and motivation to the mission, but it is dangerous duty and has a price.

"I earned my Combat Medic Badge (CMB) on my first trip outside the wire," said Hall, who was also awarded the Army Commendation Medal with the "V" device for Valor. "Ninety-six percent of the unit earned CMBs and Combat Action Badge during our first two months here," he said.

For the 402nd CA Bn. the price was the loss of one of their own, MAJ Alan Johnson, Yakima, Wash., who died on Jan. 26, 2007, from wounds sustained when his team encountered an improvised explosive device near Muqdadiyah.

When the Army Reserve Soldiers of the 402nd CA Bn. return home to their loved ones they will bring with them many good memories of the Iraqi friends they have made and the work they accomplished—and, always, the memory of one of their own who lies in Arlington, Va.

SOLDIER'S INTUITION AND SITUATIONAL AWARENESS A LIFESAVER IN IRAQ

By CPT Chris Coleman
Public Affairs Office
99th Regional Readiness Command

AL KISIK, Iraq — The improvised explosive device (IED), detonated destroying an Internet café, blowing out nearby vehicles' windshields and launching a portable toilet into a 50-foot flight arc. Thanks to the awareness and quick actions of a 99th Regional Readiness Command (RRC) Soldier, however, no one was seriously injured by the attack – and he did this all while communicating with his wife on a cell phone.

SSG Martin Richburg is credited with saving the lives of at least 17 Iraqi Internet café patrons on Mar. 27, 2006, evacuating the building prior to the IED explosion and apprehending the IED-placing insurgent.

Richburg, a 298th Maintenance Company Soldier and Baltimore native, was talking to his wife when he spotted a suspicious looking man. His wife, Olethia, heard the entire sequence of events in real time, perhaps making her the first "once-removed" witness to her husband's valor.

"I was talking to my wife about an earlier incident at the main gate, and told her 'As a matter of fact I'm looking at a suspicious person right now,'" Richburg said.

Richburg noticed the man peering inside the café and decided to pay even closer attention to him. Soon, the man returned to the café's front carrying a package and a plastic chair. The man stood on the chair, placed a package on top of the café's air conditioner and ran away.

"Because of his suspicious crouching. ducking and peeping, once he placed an object on the air conditioner and ran off I knew something was not right," Richburg said.

Richburg tossed his cell phone on the ground and chased after the man. Catching up to the suspect, Richburg kicked him in the back of the legs, tripping him to the ground. Richburg took out his pistol and used it to scare the man into confessing the package was an IED that would soon explode.

"I knew I would catch him one way or another, and he was very cooperative after I gave him a little incentive," Richburg said.

Although the cell phone was on the ground, Richburg's wife could hear the incident on her end of the call.

"I could hear everything going on in the background. It sounded like a bunch of voices yelling, but it was really just two – Martin's and the interpreter's," she said.

Richburg rushed into the café – with the man in his custody – screaming for everyone to evacuate behind the concrete barriers outside the café. Soon after, the IED exploded, but no one was harmed.

Although Richburg's wife could hear the events take place, it was seven minutes before she spoke to her husband again, but said she was never worried.

"I never got that sinking feeling in my stomach. A lot of it has to do with our faith, of course, but I have a lot of confidence in my husband's ability to take care of himself. I know that sounds strange, because ability is no match for a bomb, but our faith played a big part," Olethia said.

After Richburg had evacuated the café, he briefly spoke with his wife.

"He was out of breath. He told me 'it's a bomb' and that he would call me back," she said.

Richburg said he was thankful to have evacuated the café in time.

"It was a great feeling of relief because I can't wait to go back home to my love, and those lives that were spared have loved ones at home who are waiting for them to get home too," Richburg said.

Although Richburg gave his wife a personal account of the incident's beginning, he had to wait until the next morning before he could give his wife a full account of what actually happened.

"I finally got the full story at about 4:30 a.m.," she said.

Richburg has been awarded the Army Commendation Medal with a "V" device for valor and has been nominated for a Bronze Star for his thwarting of the IED-attack.

REPAIRING UNIFORMS FULFILLS SOLDIER IN IRAQ

By SFC Steve Opet
Army Reserve Public Affairs

CAMP LIBERTY, Iraq — From working as a logistics manager for the Department of the Navy in Crystal City, Va., to serving as a renovation NCO in charge with the Army Reserve at Camp Liberty, Iraq, SSG Gwendolyn Champ has traded cherry blossoms for dusty palm trees.

Champ, who lives in Philadelphia, Pa. with her three daughters, may have traded scenery, but according to her, the work is similar.

"Basically, all of this has been an advantage for me. Believe it or not, there's not that much difference between the two jobs. They both complement each other, everything that I do here or that I do on my civilian job is the same on either side of the gate," said Champ.

Everything she has experienced and learns in Iraq will help her advance in her civilian job and vice versa, she added.

Champ initially enlisted in the Army Reserve to give her advantages which might help her get her out of the secretarial pool.

Champ, a 28-year federal employee, has 20 years of service with the Army Reserve. Her career paths in both places have paralleled. She started out as a GS1 secretary for the Dept. of the Navy, and as an private (PV1) in the Army. Now she is a GS12 and up for promotion to sergeant first class.

Champ is assigned to Camp Victory with her unit, the 442nd Quartermaster Company, based at Bellefonte, Pa. In Iraq, the 442nd, commanded by MAJ Jeremy Trout, Lancaster, Pa., is under the command of the 541st Combat Support Sustainment Battalion.

"Our unit is made up of six teams with over 12 Soldiers each," said Trout. "Right now one partial team has set up shower and laundry facilities about 30 miles south of here in Yusuiyah, and we're in the process of setting up in Iskandariyah," he said.

PHOTO: SFC STEVE OPET

SSG Gwendolyn Champ's hands skillfully maneuver a U.S. Army tape as she sews it to a Soldiers uniform.

According to Trout, most of the 442nd Soldiers are stationed at Camp Liberty, as is Champ. "She's always in her shop, always working, and always smiling," said Trout.

Each team has the capability to support 3,500 Soldiers with one shower a week and 15 pounds of laundry per Soldier.

With 20 years service under her desert tan Army belt, this is her first deployment. "I admit, it's been a hard adjustment for my Family, especially for my youngest daughter," said Champ referring to her 11-year old. "I've been away for a week before. I travel for my civilian job, and of course two weeks for annual training, but this has been a dramatic change for her."

Champ says she's been coping well, though, with the help of her two older sisters who are 23 and 20 years old. They have mostly taken over and run the household while she's away, Champ said.

She is very proud of her girls and how well they are dealing with her absence. "This deployment has made me see a mature side of them that I've never seen before. It's hard. Sometimes I cry myself to sleep because I miss them so much. But, I think the Soldiers here, and the positive attitude that I try to keep is what is helping me make it through this deployment. Since my Family knows how I am, they know I'm doing well," she said.

Her job keeps her busy, with her regular duties and the little extras she does for her fellow Soldiers.

"I've been involved with the laundry portion of my specialty, but this mobilization is the first time that I actually get to work on the clothing renovation side of it," said Champ. "It's been nothing but rewarding for me. I've had a lot of challenging requests from the Soldiers, and I get a sense of fulfillment when I provide them with my service and see their gratitude," she said with a smile.

One of Champ's little "extras" was to design and create a full Army Combat Uniform (ACU) for a rubber model of a camel requested by CSM Ian Mann. "Once a month Camp Liberty has a "Right Arms" night, which is a social get-together for sergeants first class and above. Each unit is required to bring something unique to the gathering, so the sergeant major asked me to equip the camel," she said with a laugh.

It included a complete ACU outfit including rank, patrol cap and even the desert tan combat boots. It was such a hit with the Soldiers that Champ has several more orders.

Renovation includes repair to lightweight and heavy-duty textiles, but the machines for the heavy work aren't on post, so Champ is working only with the lightweight machinery.

"I've been able to work miracles on the light machines, repairing ACUs, Desert Combat Uniforms (DCUs), the NOMEX (a fire-retardant material) uniforms, which a lot of the combat Soldiers wear, and also duffle bags and rucksacks," she said.

PHOTO: SFC STEVE OPET

SSG Gwendolyn Champ uses one of her light sewing machines to attach a U.S. Army tape to a Soldiers uniform

Champ misses her daughters and home, but she has another home full of young Soldiers to keep her busy until she rejoins her Family. "Being here to support this effort, and the Soldiers, I know I'm doing a major thing for a good reason. It gives me a warm feeling, but it also gives my Family a warm feeling because they know that I'm over here doing a great thing," she said.

"They really admire and respect me for it, because here's their mama, carrying a weapon every day and helping defend someone, and that helps them cope and makes them proud when they tell their friends what their mama is doing here," said Champ.

VIETNAM VET HELPS DEPLOYED SOLDIERS WITH COMBAT STRESS

By LTC William Nutter
Army Reserve Public Affairs

CAMP VICTORY, Iraq — After three deployments—one in Vietnam and two in Iraq—MAJ Ernie Proud has a deep understanding and empathy for what Soldiers go through in combat. His calm voice and demeanor invite Soldiers to express their worries generated by the mundane life of an overseas deployment, by battle fatigue, by troubles on the home front and for some of the Soldiers, by the reality of losing a comrade in battle.

Proud, a member of the Army Reserve's 113th Medical Company (Combat Stress Control), Stanton, Calif., has a passion and a sense of duty to help Soldiers deal with their circumstances when they are deployed in Iraq. Proud, who volunteered for his mission in Iraq, takes his personal experience from Vietnam as a motivator to help Soldiers deal with stress and grief.

"To know you are able to help Soldiers get back to life, and to function well and provide those services that were not allotted to Vietnam veterans, is a satisfaction for me," said Proud. He cites the problems experienced by Vietnam veterans as the reason why the Army became more committed to providing services to help Soldiers deal with combat stress, post traumatic stress disorder and grief.

After serving in Vietnam, Proud left the Army to complete 10 years of medical schooling. Remarkably, after a 22 year break in service, he decided to join the military again this time to use his education to benefit Soldiers on the battlefield.

As the officer in charge for the Victory Base Camp Prevention Team, he works seven days a week utilizing two different offices. One of his offices is a typical construction trailer or portable housing unit, the kind seen throughout Camp Victory. His other "office," the one in which he feels he works the most effectively, is the Humvee. The mobile Humvee office allows him to make scheduled and unscheduled visits to units.

"The focus is to keep our Soldiers in theater and work any potential mental health problems," said Proud. He believes his unit visits are proactive measures which tackle any problem before they get bigger. In this way his team contributes to winning the overall fight. "When we visit units we present ourselves as force multipliers and enablers to accomplish the mission," he said.

"Prevention is an educational program. We provide educational services and address issues that units may have and try to help maintain unit cohesiveness," said Proud. Educational services may include coping strategies for stress, anger

PHOTO: LTC WILLIAM NUTTER

MAJ Ernie Proud waits in his mobile office, a Humvee, for his departure to visit his next client on Camp Victory, Iraq. Proud is a member of a prevention team that provides mental health counseling and guidance for Soldiers in Iraq.

management, how to deal with a loss of a Soldier, command climate surveys and Soldier education to overcome tension and human relation conflicts.

Proud acknowledges his civilian job as a clinical psychologist with the Anaheim School District in California as an enabler to provide assistance for Soldiers dealing with stress situations back home. "The most common problem that occurs over here is home front issues. They talk about the difficulties about being gone," said Proud. He thinks his experience in dealing with absentee parents in his civilian job has similar repercussions and this helps him provide the right tactics to help Soldiers deal with their issues.

Proud believes the Army Reserve Soldier typically is a more "mature Soldier" who like himself, offers such things as increased education, multiple deployments and different civilian occupational backgrounds. "I think the Reserve Soldier has a vast wealth of experience to bring to the unit, because it's with a variety of people, and skill sets that the Reserve Soldier brings to the front," said Proud.

Almost half way through his tour in Iraq, Proud is especially happy about his accomplishment of keeping Soldiers in theater. "No Soldier has returned home and that is what we are trying to achieve here," he said.

According to MAJ Nancy Torres, executive officer for the 113th Med. Co., Proud is one of the top performers in the preventive mission for mental health. And you can be sure that Proud's Humvee office will keep rolling along to reach out to any Soldiers in need.

DRIVING AWAY SOLDIERS STRESS IN THE GULF

By LTC William Nutter
LTC Matt Leonard
Army Reserve Public Affairs

CAMP VICTORY, Iraq — There are lots of ways to relieve stress in the harsh, austere environment of Iraq. There are movies, video games, e-mail, morale calls and exercise; all things which help relieve stress and bring a piece of home to the Soldiers stationed far away. Thanks to an enterprising officer with the Psychological Operations Task Force, Iraq (POTF), now there is one more thing which can truly help Soldiers drive stress away.

After spending many days and nights wandering in the desert, CPT David Sifferd, a chaplain with the POTF assigned here from the 15th Psychological Operations (PSYOP) Battalion based in Cincinnati, Ohio had a vision.

He looked out toward the vast range of barren desert dirt that stretches as far as the eye can see. He saw hundreds of small craters dimpling the ground, like an impact zone of an artillery field. But Sifferd knew that God had a better plan for this. And he knew that if he built it, they would come.

So with the help of some earthly carpenters and a little help from his friends, all fellow disciples, his vision became reality.

Now, amongst the occasional sound of small arms fire, perhaps a mortar explosion once in a while and the constant echoes of Apache helicopters ripping through the sky, you may also hear a minor expletive murmured. All these sounds are at home on the golf driving range at Camp Victory.

Soldiers stand upon the 60-foot wooden deck, the tee box, and drive away their stress, one ball at a time. The deck, built by Sifferd and fellow POTF Soldiers, would win the envy of most golf enthusiasts. And the sight is now a signature peculiarity on Camp Victory.

When Sifferd began this project he found support from faraway fairways as well.

PHOTO: LTC WILLIAM NUTTER

Army Reserve Chaplain (CPT) David Sifferd drives a golf ball onto a makeshift driving range on Camp Victory, Iraq. Golf manufacturers and American citizens have sent Chaplain Sifferd more than 10,000 golf balls and a variety of golf equipment to support Soldiers in Iraq.

PHOTO: LTC WILLIAM NUTTER

Army Reserve Chaplain (CPT) David Sifferd provides Soldiers of the Psychological Operations Task Force Iraq with spiritual guidance, personal counseling and religious services during their 12-month deployment in support of Operation Iraqi Freedom.

"I have a friend who works for the Golf Channel, a writer for them, and he wrote me an e-mail asking me if there was anything I need," said Sifferd. "I told him if you know anyone that has some old golf balls tell them to send them to us."

His friend decided to write an article for the Golf Channel and put the chaplain's address in the article.

About two weeks after the article ran, boxes of golf balls started hitting the green zone in Iraq. This was only the beginning—golf manufactures heard the call and sent more than 10,000 golf balls in addition to golf mats, driving cages and various golf accessories. In addition to donations from golf manufacturers and individuals, more than 30 community organizations sent out clubs and even more golf balls.

"Most boxes have a letter of encouragement in them, saying who the golf balls are from and thanking us for serving and letting us know they will try to send more golf balls in the future," said Sifferd. He believes every single golf ball is a blessing and a gift from God and he and the Soldiers are amazed at the generosity.

Despite the fact that this may arguably be the biggest sand trap in the world, and players cannot shoot over it, the range is still viewed as a morale booster, and a way to have fun.

Sifferd also believes that golf is an important factor to enhancing combat capabilities in Iraq.

"This driving range is a combat multiplier because it relieves stress and Soldiers are ready to go back to their jobs," said Sifferd. He knows it makes a difference.

So even given the distant sound of enemy fire, Sifferd feels it still provides some pleasure for his Soldiers stationed in a very dangerous place.

Sifferd credits it all to the incredible support of the American people. And now when he looks out on that dimpled desert it is no longer barren; multi-colored golf balls stand out like twinkling Christmas lights. "We don't take this generosity for granted and appreciate every golf ball we are able to hit," said Sifferd.

RT NCOS MEET REENLISTMENT NEEDS AROUND BAGHDAD

By MSG Anthony Martinez
Army Reserve Public Affairs

CAMP VICTORY, Iraq — What the U.S. Army needs is volunteers. That is what makes the force so unique among the world's military forces: the fact that we are an "All Volunteer Force." And Army recruiting and retention will search the world over to find them.

Nestled among the labyrinth of roads and buildings on Camp Victory, Iraq is a small maize-colored brick building. Just inside the arched wooden door, sitting at a weathered desk, is SFC Elsa Cardoza, an Army Reserve retention NCO. Her job is to track down those volunteers and reenlist them for another stint in the Army Reserve.

"We help Reserve Soldiers pursue their military career by reenlisting them, guiding them in the process from reserve to active duty, if they choose to do that, or by helping them with the direct commission packet to become an officer – whatever they need to make a change in their affiliation with the Army and their status," said Cardoza.

Cardoza is just one of 11 Army Reserve retention and transition NCOs in the Central Command theater tasked to find deployed

Army Reserve Soldiers in order to meet reenlistment needs. According to the Theater Operations NCO in charge, SFC Jose Malave, stationed at Camp Arifjan, Kuwait, it is not an easy job, but the success is well worth the effort.

"It is a challenge because we don't actually know who is in need unless we go out of the office," Malave said. "We go out and visit the units and make sure that when they get here we talk to them and ask, 'Hey, are you an Army Reserve Soldier?' Retention is not an office job like people think," he said, "In theater you have to go out and find the Soldier."

Success is apparent as Malave claims that, in FY 2006, retention and transition officers (RTOs) in the theater accounted for 20 percent of reenlistments in the Army Reserve—an astonishing feat considering the circumstances under which these Soldiers are serving. He believes there is a good reason for the success.

"Soldiers do it, because like me, we believe in what we're doing," Malave said. "Of course there is an incentive out there for money and tax relief and all that, but nobody is going to be happy for the rest of their life for $15,000. If you do it, you do it because you like the Army, you like the way of life and you believe in what you're doing. If you believe in what you are doing, you are going to reenlist. It's that simple. It's hard—deployments are hard for Soldiers—but they're still doing it."

One of those Soldiers is SGT Alan Gibson, 42, a chemical specialist deployed to Camp Victory with the 329th Chemical Company, Orlando, Fla. After working with Cardoza, Gibson signed on for another six years.

"There are two reasons I reenlisted. First, I've have 14 years in the service and I'm not about to let all that go to waste. Second, I've noticed that throughout my career, that one person—no matter what kind of effort it is—one person can make a difference," Gibson said. He believes his efforts and Army Reserve affiliation will help his fellow Soldiers learn from his experiences and that, likewise, he will be a better person because of it.

"I've been in 14 different countries. I've experienced a lot of growth spiritually and mentally just from the people I've met and also from the culture I've absorbed. I think it's made me a better person as far as understanding people. Not only that, but the Army's been good to me," he said.

PHOTO: MSG ANTHONY MARTINEZ

SGT Alan Gibson (right), 329th Chemical Company, Orlando, Fla., raises his hand and restates the Oath of Enlistment as recited by Platoon Leader 1LT Greg Hoel.

And Gibson emphasized this point, through his actions recently when he raised his right hand and, on the roof of one of Saddam Hussein's former resort bungalows, under the Iraqi sky, restated the Oath of Enlistment.

For Cardoza, Gibson is just one of 400 Soldiers she's helped reenlist over the 12 months she's been in Iraq. It has not always been easy. On some days she hunkers down in the little brick building she calls home, trying to avoid some of the stray bullets that occasionally make their way into her area. She too is a volunteer and, when it's safe to go back outside, she makes her way through the maze of roads on Camp Victory and at other forward operating bases around Baghdad finding volunteers willing to raise their hands and be counted—again. ARM

FEATURES

VET CENTERS HELP SOLDIERS, FAMILIES MAKE HEALTHY TRANSITION TO CIVILIAN LIFE

News Service
Department of Veterans Affairs

WASHINGTON, D.C. — Coming home from war is a remarkable experience. Many veterans recall the emotion of flying home and the excitement of seeing their Family and friends after being away for so long. This is the beginning of a readjustment or re-familiarizing phase: "picking up were we left off."

As a veteran returns home and tries to settle in, many experiences and significant relationships with Family and friends can feel unfamiliar. "While the veteran is surrounded by people and places that he or she has known and loved for years, it may feel as though it is a totally new setting with people we recognize but do not know and are unable to connect with," said Dr. Robert Frame, liaison for the National Operations Iraqi/Enduring Freedom (OEF/OIF) Returning Warriors with the Department of Veterans Affairs (VA) Vet Center. His office is located in San Antonio, Texas.

Frame briefed the Army Reserve surgeon, COL Randy Richter and his staff on March 8, 2007 at the U.S. Army Reserve Command headquarters on Fort McPherson, Ga. regarding Vet Centers helping Soldiers and their Families' transition to civilian life. Also in attendance were senior Regional Readiness Command surgeons.

Compounding this feeling of unfamiliarity, a combat veteran may be overwhelmed by many other emotions. Some of these may include the frustrations of trying to communicate with friends and Family unsuccessfully, feeling misunderstood, excessive anger and possible abusive behavior, feelings of hypervigilance, poor quality sleep and restlessness, and even substance abuse, according to Frame.

When deployed, if not engaged operationally, Soldiers typically spend much time by themselves. This is a common way combat veterans relax or recharge between combat operations. And when one returns, this habit can persist as a way of recharging. This can lead to isolation from others and produce feelings of misunderstanding and rejection.

Frame said that it is common for veterans who served in combat to still feel hyper-alert, for this is what they used in combat to survive, but it is brought home with them and can affect quality of life. Many combat veterans experience a decrease in their quality of sleep and may find themselves feeling either depressed, or a bit anxious. These issues commonly affect a veteran's readjustment back to civilian life.

Frame speaks from experience. He is a disabled veteran now, going through his own rehabilitation. An Army Reserve officer who has served in Bosnia, Afghanistan and Iraq, then COL Frame was leading a civil affairs public health team in 2003 while working with the Iraqi Ministry of Health. His team was ambushed and all members were wounded. As a result, Frame and his wounded team members were evacuated from theater and he spent more than two years as both inpatient and outpatient at Walter Reed Army Medical Center in medical hold and going through the medical board processes.

The Vet Center services include:

- Individual counseling
- Group counseling
- Marital and Family counseling
- Sexual trauma counseling
- Spouse/Significant Other Group
- Anger Management counseling
- Bereavement counseling
- Referral for benefits assistance
- Liaison with VA and community agencies
- Substance abuse information and referral
- Community education
- Employment guidance and referral

"To me the significance of what I and my Vet Center colleagues do is that I am a combat veteran with a Purple Heart, serving my fellow combat veterans and their Families. I was where they are now," Frame said.

The VA welcomes home war veterans with honor by providing readjustment counseling in a caring manner.

"Vet Centers understand and appreciate veterans' war experiences while assisting them and their Family members toward a successful post-war adjustment in or near their community," said Frame.

The passage of Public law 96-22 in 1979 established the VA Vet Center Program to provide readjustment counseling to combat veterans in comfortable community-based settings, easy for veterans to access. The pressing need at the time was to address the unmet service needs of Vietnam veterans, an alienated veteran population who had been home from their war for a decade or more. Since then, Vet Center services are open to all combat veterans.

Vet Centers serve veterans and their Families by providing a continuum of quality care that adds value for veterans, their Families, and their communities. Care includes professional readjustment counseling, community education, outreach to special populations, the brokering of services with community agencies. "We also try to facilitate access between the veteran and other services within the VA, said Frame.

The goal of the Vet Center is to provide a broad range of counseling, outreach, and referral services to help veterans and their Family members make a healthy transition to civilian life. There are currently 209 Vet Centers nationally.

"The Vet Centers understand the importance of privacy and confidentiality for veterans and Families," Frame said. "Veterans' information will not leave the Vet Center without the veterans signed consent. This means the veteran has privacy from the military and from his or her employer."

The Vet Center hours of operation are Monday through Friday, 8–4:30 p.m. All that is needed for services is a veteran's most recent DD-214, and he or she can walk in during hours of operation and speak with the next available counselor. "We are committed to easy access to care," Frame said.

The Vet Centers employs veterans—a great majority of which are combat veterans. From 2005 through 2006 more than 100 OIF/OEF combat veterans were hired by the Vet Centers to reach out to returning OIF/OEF returning warriors. This allows the veteran to walk in and speak with counselors who understand and honor the service and privacy of the nation's veterans and who are familiar with his or her concerns.

The Vet Center extends it services not only for when the combat veteran leaves active duty, but also for the rest of his or her life. "We believe Families are an important part of the readjustment process and we are committed to assist any Family who has lost a loved one in combat through the bereavement process," concluded Frame.

Vet Centers are located in all 50 U.S. states, Puerto Rico, the Virgin Islands, the District of Columbia, and Guam. There locations are listed in the White, Yellow and Blue (government) Pages and on the Web: **www.vetcenter.va.gov**.

ARMY RESERVE MAKES GROUND-BREAKING ENTRANCE INTO CULINARY ARTS COMPETITION

By T. Anthony Bell
Public Affairs Office
Fort Lee, Va.

FORT LEE, Va. — The U.S. Army Reserve Command could never muster enough interest to field a team in the U.S. Army Culinary Arts Competition.

Until now.

Thirty-two years and many efforts later, an ad hoc team of citizen-Soldier food service specialists stepped up to the plate for the groundbreaking opportunity to represent the Army Reserve in the country's most prestigious military cooking contest held at Fort Lee, Va., March 5–16, 2007.

CW3 Kelly Sholes was the manager for the Army Reserve team. The 104th Division food service professional said the team's participation in the event was a milestone for the Army Reserve, but more importantly, a substantial training opportunity for Soldiers.

"It's was a very high privilege and honor to represent the U.S. Army Reserve in the show," said Sholes, based out of Washington state. "It was an opportunity that allowed these Soldiers to take what they've learned back to their units."

The Army Culinary Competition is a skills showcase that aims to motivate participants to further their careers in military food service. The event is sanctioned by the American Culinary Federation and has been featured over the years in various media to include the Public Broadcasting System, CNN and the Washington Post.

CW2 Bob Nieves, a professional chef based in New York and Army Reserve Soldier assigned to the 8th Medical Brigade in New York, noted that the Reserve's entrance in the competition represents the culmination of more than a year of coordination and planning.

"It's been a goal of the Reserve for a while," said the team captain. "It was just a matter of getting everything coordinated because you're dealing with so many subordinate units. It's not like having an active-duty post where you have Soldiers there all the time. You have (Reserve) Soldiers working only two weeks in the year and one weekend a month."

The team is comprised of nine Soldiers from units based in New York to California and points in between.

Because Soldiers were scattered at locations all across the country, the team didn't have much time to prepare for the competition. It wasn't until January 2007 that team members could gather here for about two days to get acquainted with one another and learn to function as a team. Nieves said it was a big challenge.

"Granted we could have used months to practice and months working together," he said. "But we have people who were dedicated. We had people purchasing all the items, practicing stuff at home and bringing equipment here. We had one Soldier drive all of her equipment here just to make sure she had everything."

For many of the team members, the competition was an enlightening and enriching experience. Just ask SSG Joseph Branch. Assigned to the 63rd Regional Readiness Command in Los Alamitos, Calif., Branch never heard of the competition but wished he had because he absorbed so much knowledge during of the event.

"It was awesome," said the San Bernardino, Calif. native. "It's amazing how much I've learned and how much I've been exposed to."

Nieves said that although the event provided a great learning experience for the team, they still were able to stand up to their competition. At the awards ceremony held March 16, 2007, the Army Reserve team walked away with one silver medal, 12 bronze and four honorable mentions. "Not bad for a team making its first appearance," said Sholes. "I can't say enough about their efforts, he said. "They did extremely well."

Team member SGT Joseph Parker said the Reserves' competitiveness is an indication that the Reserve can no longer be considered a reserve, but a true operational element on par with the Active Army."

"We want people to know that we are the USARC," said Parker, assigned to the 841st Engineer Battalion in Miami, Fla. "We also want them to know that we can fight like them and cook like them."

PHOTO: JORGE GOMEZ

SSG Joseph Branch, U.S. Army Reserve Team, prepares to cook seared turkey cutlets in an oven during the field cooking category of the U.S. Army Culinary Arts Competition on March 9, 2007.

The medal tally for the participating Soldiers included: SSG Joseph Branch, one bronze; SFC John Brown, three bronze; SPC Holly Dunn, one commendable; SGT Julian Scott, three bronze, one commendable; SSG Jeffrey McClaughlin, two bronze, one commendable; SGT Joseph Parker, one bronze, one commendable; SPC Patrick Alveranga, one silver, two bronze.

W. VA. USAR CENTER STREET DEDICATED TO SOLDIER KILLED IN OIF

By CPT Chris Coleman
Public Affairs Office
99th Regional Readiness Command

WHEELING, W.Va. — SGT Joseph Nurre entrusted a friend to deliver a final letter to his parents if he died in Iraq. The letter—delivered after his death in Iraq in 2005—is a window into the soul of a kind, fun-loving and thoughtful 22 year-old man. The letter reminded his parents of the good times the Family spent together, humbly requested they don't "make too much of a big deal" about his funeral and asked for people to pray for his soul and the Notre Dame football team.

To the Soldiers of the 99th Regional Readiness Command's (RRC) 463rd Engineer Battalion who served with Nurre in Iraq, honoring his life was a big deal. Therefore, in the Summer 2006 they named a previously unnamed county road outside their reserve center, SGT Joe Nurre Lane, creating a permanent memorial to honor the 463rd Soldier who died in Iraq.

Nurre died after an improvised explosive device detonated near his M916 tractor outside Samarra, Iraq on Aug. 21, 2005.

To illustrate the impact Nurre's life had on them, Soldiers from the 463rd Engr. Bn. escorted Nurre's parents from Washington for the dedication.

Leigh Nurre, SGT Nurre's mother, said her son would be "surprised, but thrilled" to be honored by the 463rd, and said the dedication was meaningful to the Nurre Family. "When you lose your only child, you want to keep his memory alive. This contributes to his memory," she said.

Charles Nurre, SGT Nurre's father, said it was nice to meet the Soldiers who served with his son. "It is nice to meet the people we saw in the pictures, see their personalities and hear their memories of Joe," he said.

After the new road sign was unveiled, Brooke County Commissioner Bernard Kazienko presented Nurre's parents a copy of the county proclamation changing the road's name.

COL Bruce Hackett, commander of the 463rd Engr. Bn., when it was deployed in Iraq, presented Nurre's parents with a facsimile of the road sign and a 463rd commemorative coin.

"SGT Nurre touched my life and the lives of the soldiers who served with him, and it was an honor to serve with him," Hackett said.

Although the Wilton, Calif. native was transferred into the unit shortly before the 463rd Engr. Bn. deployed to Iraq, Nurre's gregarious nature quickly made him one of the unit's most popular Soldiers. Soldiers described Nurre as a high-spirited Soldier with a positive attitude and a cache of funny stories.

Leigh Nurre stated that her son enlisted in the Army Reserve on the second anniversary of the September 11th attacks and was proud to serve because he believed his service was beneficial.

As an only child, Nurre naturally sought out large group activities, playing high school football and joining the Delta Chi fraternity as an undergraduate student at California State University at Sacramento, according to Nurre's mother.

Leigh Nurre said that her son quickly grew close to his new unit, and serving in the Army Reserve was another outlet for his appetite for group activity.

"He loved the Soldiers of the 463rd. They were like Family," she said.

Soldiers said learning that Nurre had died was shocking and traumatic.

PHOTO: MSG KELLY LUSTER

SGT Joe Nurre Lane is officially unveiled by the Operation Iraqi Freedom Commander of the 463rd Engineer Battalion, COL Bruce Hackett (right), SGT Nurre's parents and West Virginia Brooke County Commissioner Bernard Kazienko. Nurre was killed-in-action when an IED detonated near his tractor. The unit was assisting in repairing Iraq's infrastructure near Samarra, Iraq.

"We were all so close. It was like losing a sibling or relative," said SSG Nicole Sefsick, Company B, 463rd Engr. Bn.

Soldiers said they were proud to honor Nurre's sacrifice.

"After we are gone, people will see the sign and ask who Joe was, and they will learn about his service – and his memory will live on," Sefsick said.

99TH RRC SOLDIERS BRIGHTEN HOLIDAYS FOR PITTSBURGH'S HOSPITALIZED VETS

By Jack Gordon
Public Affairs Office
99th Regional Readiness Command

PITTSBURGH — An annual program first established in Pittsburgh several years ago continues to bear traffic on a two-way street. For the veterans hospitalized over the Christmas holidays in one of the city's three Veterans Affairs (VA) hospitals, the visits from Army Reserve Soldiers now serving with the 99th Regional Readiness Command (RRC) often generate smiles, and sometimes tears, of thanks. For the Soldiers making time to visit those who served before them, it's a time to brighten spirits, to honor and to learn from listening.

"Have you ever heard the saying that everyone has a story?" asked SSG Heather Warnes, who has spearheaded the campaign for the past seven years by gathering gifts and organizing fund-raisers year-round to ensure there will be enough gifts, cards and treats for those vets either unable to be with Family and friends or are now alone in the world.

PHOTO: JACK GORDON

Each veteran has hundreds of stories.

"This is apparent at a VA hospital," Warnes continued. "If you take the time to sit and chat with these veterans—to really listen—you'll receive a lesson in humanity and humility."

The VA has embraced the program with the 99th RRC, which also features monthly visits to vets from Soldiers who volunteer to participate in the program. The hospital's staff welcomes the Soldiers' efforts to enhance the morale of patients, some of whom are in long-term care. And most of the veterans this year were surprised to be greeted by a special guest that was not Santa Claus.

"It's humbling to see their continued pride in the service they provided to the nation," said 99th RRC Commander MG James Snyder, "especially when so many of them are confronted with extreme physical challenges resulting from that service. We who serve now are standing on the shoulders of their service." Snyder's wife, Kimberly, made a special trip to Pittsburgh to experience the holiday visit and was surprised when she encountered a veteran who had served in the same theater as her father had in WW II.

"The service of the WW II Veteran is hard to comprehend," Kimberly Snyder said. "The scale and duration of the service is why they are called 'The Greatest Generation.' It's very rewarding. And I'm proud of these young Soldiers who have volunteered to come here and honor them, as well as (visiting) the Vietnam Veterans – many of whom returned unrecognized or to disdain. They (99th Soldiers) are part of the new generation serving in the Global War on Terrorism."

SSG Matt Rhodes feels especially close to the older vets, even though he wears the right shoulder patch of the First Cavalry Division from his service in Iraq.

"I'm filling a void of my own," said Rhodes. "My grandfather was a Marine who fought in Korea. He was well-decorated, including a Purple Heart from shrapnel. My 'Pap' passed away when I was five years old so we never had the chance to discuss our experiences. Wearing his dog tags and visiting someone else's grandfather gives me some closure and somehow brings me closer to him."

Another young sergeant who has made time two consecutive years to visit veterans is also a monthly volunteer.

"I feel it's the least I can do," said SGT Sarah Williamson. "I'm happy when I see the veterans' eyes light up when we walk into their rooms or sing Christmas carols. We talk about whatever's on their minds—either the weather or what's on television —whatever. Some have stories to tell us."

Williamson said that allowing the veterans to talk about their experiences is intriguing and that, while she is saddened by some of their health conditions, she always arrives and departs wearing a smile.

"Some seem shocked to see us—that we take the time to think about them," Williamson said.

"The holiday visit is the most heartwarming time of the year for me and the other volunteers," said Warnes. "And, while it's uplifting, it can also become emotionally complicated. I almost quit once when a long-term patient passed away. I even hoped

PHOTO: JACK GORDON

SSG Heather Warnes spends her spare time ensuring aging and hospitalized veterans are remembered.

to be with him during his final days so he would know he was sincerely cared for by someone, but fate had another plan."

"Mr. Pickens is what drives my volunteer work, and we had a bronze plaque made in his honor. It hangs here in the VA," Warnes said. "When people see that plaque, they'll know that a veteran profoundly changed my life. He served as an Army cook in both world wars."

Rhodes spoke of visiting one veteran who was a double-amputee, deaf in one ear and blind.

"As he opened up to me, we discussed our common experiences fighting on foreign soil," Rhodes said. "It really chokes me up to see these forgotten heroes in their last days. Afterwards, the nurse told me he hadn't spoken that much to anyone in months. Unfortunately, their stories and experiences will go with them."

Perhaps, since all stories eventually come to an end, but for as long as these 99th RRC Soldiers spare their personal time to visit Pittsburgh's hospitalized veterans, a few more of their stories might yet be told … and heard.

FIRE FIGHTING DET. FACES HAZARDOUS MISSIONS IN IRAQ

By Kathryn Roe Coker, Ph.D
Office of Army Reserve History

AL ASAD, Iraq — For the 323rd Engineer Detachment (Fire Fighting), an Army Reserve unit based in El Dorado, Kan., mobilization meant 14 months of hazardous, dangerous and critical real world missions for the 20 Soldiers that deployed into theater. At least half of the Soldiers were professional firemen in their civilian careers.

Mobilizing on Jan. 24, 2003 in support of Operation Iraqi Freedom, the 323rd deployed to Kuwait on April 13, 2003 and arrived the next day at Camp Wolf, the theater's processing point for all incoming and outgoing Soldiers. The Soldiers then moved to Camp Virginia, a border staging area for units preparing to push north into Iraq. While there the 323rd served as the camp's fire department and responded to several vehicle crashes, trash fires and at least one tent fire.

At last in May 2003, after a hazardous convoy trip, the unit arrived at Forward Operating Base (FOB) Webster, also known as Al Asad, a former Iraqi air base located some 120 miles northwest of Baghdad. The unit became the Airfield Crash and Rescue Team as well as the base fire department.

In its role as the airfield crash and fire rescue unit, the 323rd executed a number of missions. Probably the most daring event involved aircraft near Fallujah and two of the units Soldiers.

On Nov. 2, 2003, the Soldiers were flying in one of two CH-47 Chinook helicopters to Qatar for rest and relaxation. Suddenly the lead helicopter came under enemy fire from an insurgent's surface-to-air missile and went down. The trail helicopter, with 323rd's SSG Charles Elliot and SGT Ken Miller on board, quickly landed near the crash site. Miller took charge of providing site security when he manned the helicopter's machine gun. He then turned that duty over to another Soldier and began removing deceased and injured Soldiers from the wreckage and providing aid to others. Elliott, a trained emergency medical technician and professional fireman, directed the medical treatment of the injured until the commander of the 571st Medical Company relieved him. These actions earned both Soldiers the Soldier's Medal, the highest military award for heroism in a non-combat situation. Miller later said, "I just felt like I was in auto-drive, doing what needed to be done."

The unit assumed additional responsibilities when wide body aircraft came onto the base. The Soldiers had to prepare for the support and certification of the airfield. The 323rd Eng. Det. carried out a number of other tasks. One involved a large bunker covered in several hundred gallons of burning diesel fuel. Explosive ordnance disposal teams were disposing of an unexploded U.S. cruise missile warhead that pierced the bunker's roof. "The building was critical," the commander later wrote, "because it housed the entire power distribution network for the base. Extinguishing the fire before it could damage the wiring and [electrical] busses were critical to [the bases] operation," he said. It took the firefighters two days to put out the fire.

Another extraordinary event came on Aug. 15, 2003 when two of the unit's Soldiers freed a Soldier trapped in the wreckage of a 5-ton Army truck, near the Iraqi town of Hit. It looked like

PHOTO: U.S. ARMY

Members of the 323rd carry a casualty to a waiting MEDEVAC helicopter.

his leg would have to be amputated. The 323rd Soldiers flew in a medical helicopter to the area. They managed to extricate the Soldier without him losing his leg.

While in Iraq, the 323rd executed other exceptional actions such as extinguishing a pipeline fire started by an explosive device set by insurgents. The 323rd traveled 70 miles through hostile territory to extinguish the fire southeast of the Haditha Dam located in western Iraq. The firefighters managed to put the fire out within 90 minutes.

Other actions involved a burning MIG airplane that was parked some two miles outside the gate and a burning shack full of ammunition and magnesium aircraft parts. The Soldiers extinguished both fires.

There were usually three to four missions a week for the 323rd. These included conducting building and structure inspections for over 1500 structures on the base and carrying out reconnaissance missions to ascertain needs and facilities within the Al Anbar region. The 323rd also supplied security water distribution to homes and medical clinic services for women and children.

The Soldiers of the 323rd Eng. Det. executed these and other missions before they left the theater on March 16, 2004. They arrived back at their home station 10 days later where they received a heartfelt welcome. As SSG Lance McCune, the NCO in charge, said, "We performed a vital mission and we did it well."

SCHOONOVER AIRFIELD NOW C-17 CAPABLE AT FHL

By Amy Phillips
Public Affairs Office
Combat Support Training Center

FORT HUNTER LIGGETT, Calif. — Two years of planning came to fruition on Oct. 16, 2006 for the U.S. Army Combat Support Training Center (CSTC), the Army Corps of Engineers and the U.S. Air Force when the C-17 Globemaster III test aircraft touched down at Fort Hunter Liggett's (FHL) Schoonover Airfield.

The landing signified another milestone for CSTC by enhancing and expanding its infrastructure to support Army, joint, multi-component, interagency and expeditionary force training. FHL in Monterrey County is one of four sites in California under the command and control of the CSTC. The CSTC plays a crucial role in providing training grounds to Soldiers in years three and four in the Army Force Generation model.

"We are now C-17 capable," said CSTC Commander COL W. Scott Wood.

The Air Force's C-17 Systems Group (SG) based at Wright-Patterson Air Force Base, Ohio, is conducting tests on different types of soils in order to expand their C-17 semi-prepared runway performance database from 6% to 65% of the earth's surface. To date, the C-17 has only been tested on soils in the deserts of the Southwest United States which only represent 6% of the world-wide soil types and climates.

The objective of the tests is to produce consistent data for take-offs and landings on semi-prepared fields, and to compare and assess runway condition and aircraft performance in varying degrees of wetness. The data collected during the eight weeks at FHL is being used in conjunction with tests at other locations.

On a broader spectrum, the data collected from the tests will enable the U.S. Air Force to better plan for the construction of semi-prepared airfields in theatre, accurately assess how the aircraft performs on different semi-prepared runways in the world, and how well the runways hold up to the aircraft's payload. The C-17 is capable of carrying payloads up to 169,000 pounds, has an international range and ability to land on small airfields.

The airfields built enable the C-17 to directly transport cargo to forward areas in theatre, eliminating cargo transfers at several staging airfields and having to use multiple C-141 and C-140 aircraft. The C-17 is capable of carrying a wide range of cargo, ranging from paratroops, Abrams tanks, Apaches helicopters, Humvees, to bulk air-drop pallets.

Fort Hunter Liggett was the first of four test sites that the C-17 SG will be using for their project. Other sites include Fort Chaffee, Ark., Fort McCoy, Wisc. and an additional location that would yield a high-plasticity clay soil and temperature climate.

"Fort Hunter Liggett plays an important part in our plan because it contains the most common soil type in the world," said the C-17 Test Force Director LTC Robert Poremski.

According to the Air Force, the silty-sand found at FHL represents 40% of the earth's soil type. FHL also fulfills the Air Force's requirement to test in semi-arid climate. Fort Chaffee's low-plasticity clay soil type represents 11.9% and Fort McCoy's silty-sand represents 21.9% of the earth's soil type. Both installations have a temperate climate.

"The overall testing went very well," said Jeb Tingle, project manager from the C-17 Program at Engineering Research and Development Center based at Vicksburg, Miss. "We received unbelievable support from Fort Hunter Liggett."

The test aircraft, pilots, and test and support crew came from Edwards Air Force Base, California.

Schooner Airfield had to be expanded in order to accommodate the C-17 tests. The project design was a collaborative effort between six Army Corps of Engineers laboratories from New Hampshire, Illinois, Virginia, and Mississippi. The majority of the construction was funded by the Air Force and carried out by a combination of Army Reserve engineer units, FHL garrison maintenance crews, and commercial contractors.

The complex project involved expanding the existing landing zone from 60 to 90 feet wide and lengthening it from 4,100 to 5,800 feet. It was also necessary to reroute streams, a drainage structure, construct a culvert, employ erosion control methods in the area, and resurface the parking apron and connecting taxiway.

"The more complex the project, the harder the environmental regulations will be to meet. We met them in near record time," said Gary Houston, CSTC environmental officer. "Lots of people helped pull it all together," he said.

The environmental office worked closely with the U.S. Fish and Wildlife Service, California State Historical Preservation Office, Corps of Engineers, Central Coast Regional Water Quality Control Board, and the Monterey Basin Unified Air Pollution Control District to ensure all regulatory requirements were met.

"This was a great project for all that was involved. It provided many Army Reserve engineers with real-world missions that will help prepare them for similar missions in theater. It provided a place for the Air Force to do their testings, and gave us an expanded runway. Now that we can take on C-17 landings, we're aggressively spreading the word to units at distant locations, that they too can use our training center," said Wood. ARM

PHOTO: ART WATSON

C-17 Globemaster takes off from Fort Hunter Liggett's Schoonover Airfield

People

94TH RRC SOLDIER RECEIVES MEDAL FOR HEROISM

By Linda Jeleniewski
Public Affairs Office
94th Regional Readiness Command

CAMBRIDGE, Mass. — SGT Carlos Madden never imagined he would be considered a hero after saving the life of his neighbor during an attack in December 2005, when he was off-duty. "It was one of those things I didn't really think about," said Madden, a Cambridge native and current student at Framingham State College. "I look back on the moment and it just seems like one big blur."

Madden, 22, a member of the 401st Chemical Company, was awarded the Soldier's Medal for Heroism on Feb. 10, 2007, during a ceremony held at Cambridge City Hall. COL Stephen Falcone, deputy commander, 655th Regional Support Group, 94th Regional Readiness Command presented the award with Madden's Family and fellow Soldiers.

On the night of Dec. 22, 2005, Madden, alerted by shouts from his 13 year-old sister, Mary, endangered his own life by confronting and chasing down the knife-wielding suspect who had just assaulted his neighbor, University of Massachusetts (Lowell) professor, Mary Elizabeth Hooker, in front of her home. Cornering the suspect and putting himself into harm's way, Madden held his ground by not allowing the suspect to escape until law enforcement arrived.

The suspect, a student of the victim, had stabbed Hooker several times. If Madden had not intervened, according to law enforcement officials, Hooker possibly would not have survived.

"If you knew Carlos," said Hooker, "then you would know that this is not at all unusual for him. He is such a wonderful young man and neighbor."

"This young man, is one of Cambridge's own sons – a shinning star," said Mayor Kenneth E. Reeves, "It is an honor to present the key to our city," he said.

Massachusetts Veterans' Director Robert Stevens, representing the city of Cambridge presented Madden with a proclamation designating Feb. 10, 2007, as "SGT Carlos A. Madden Day."

"I didn't do anything more than any one of you would have done, if in the same circumstances," said Madden. "I would like to think you would do the same, if it were me."

PHOTO: LINDA JELENIEWSKI

SGT Carlos Madden, 401st Chemical Company, stands before Soldiers of his unit, Family and friends after receiving the Soldiers Medal for Heroism.

The U.S. Army Soldier's Medal was introduced by a law passed by the U.S. Congress on July 2, 1926. The Soldier's Medal is awarded to any member of the U.S. armed forces or of a friendly foreign nation who, while serving in any capacity with the U.S. Army, distinguishes himself or herself by heroism not involving actual conflict with an enemy.

CA OFFICER, COMBAT VETERAN, EARNS SIXTH HIGHEST MILITARY HONOR

U.S. Army Civil Affairs and Psychological Operations Command News Service

FORT BRAGG, N.C. — A civil affairs officer received the Defense Superior Service Medal, (DSSM) Dec. 13, 2006, at a Pentagon ceremony to recognize members of the Armed Forces who have rendered superior meritorious service to their nation in a position of significant responsibility.

COL Michael Stout, an active-duty Soldier and deputy commander of the 352nd Civil Affairs Command, Fort Meade, Md., a subordinate unit of the U.S. Army Civil Affairs and Psychological Operations Command (Airborne) headquartered at Fort Bragg, received the DSSM from then-outgoing Secretary of Defense, Donald H. Rumsfeld. He was recognized for his contributions to the evolution of the DoD's ability to meet the threats of the 21st century after Sept. 11, 2001.

Stout, a 28-year career military officer and Afghanistan combat veteran, was recognized for distinguishing himself in concept development, deployment and implementation of the first three Provincial Reconstruction Teams (PRTs) in Gardez, Bamiyan, and Konduz, Afghanistan.

While serving as deputy commander, Combined Joint Civil Military Operations Task Force, Joint Task Force 180, Afghanistan, from September 2002 to April 2003, Stout expertly advised senior Coalition civilian leaders and military commanders, U.S. interagency members and key Afghan Ministry officials – ultimately securing critical support and resources for the PRTs. Stout's analysis and recommendations played a key role in shaping both the DoD's and the U.S. Central Command's approaches to conducting future operations in Afghanistan.

The DSSM, the sixth highest DoD award, was established Feb. 6, 1976, and is awarded to members of the U.S. Armed Forces who render superior meritorious service in a position of significant responsibility.

PHOTO: U.S. ARMY

COL Michael Stout accepts congratulation from then Secretary of Defense, Donald H. Rumsfeld for being awarded Defense Superior Service Medal.

89 YEAR-OLD VOLUNTEER "RE-UPS" TO SERVE COUNTRY, FAMILY READINESS

By MSG Scotty Johnson
Public Affairs Office
81st Regional Readiness Command

ORLANDO, Fla. — Joe Hudgins, 89, a former full-time Family readiness volunteer for the 81st Regional Readiness Command (RRC), has been an Army Reserve volunteer from 2002 to 2006.

At first glance, he could be mistaken for a mild-mannered school teacher or crossing guard. Don't be fooled. Hudgins has been stepping up to the plate for a long time when the country is in need.

Flashback to 1937. The American economy had yet to begin any upswing and was still in the midst of the Great Depression. But rumors of a European war were circulating so American industry began planning for the possibility of needing to supply war materials to our allies.

At the time Hudgins had already graduated from high school, and was working as a bookkeeper and supply clerk at a small shipyard and yacht storage facility in Fort Lauderdale, Fla. His supervisor, Paul Dooley, went to Washington, D.C., in search of government contracts and was awarded one to build 105-foot Army aircraft rescue vessels.

As the shipyard expanded, Hudgins was responsible for screening and hiring new employees. Within one year of the initial contract, the number of company employees rose from 35 to almost 600, largely due to Hudgins's efforts. In light of his work, he was promoted to personnel director.

During that period, people in key civilian job positions were granted deferments from serving in the military. Hudgins had wanted to join the military and tried to enlist on a number of occasions, but was unable to obtain a release from his "priority" position at the shipyard.

He was even offered commissions with the Army Transport Service, but, because of his job, the local draft boards would not approve him to join.

Determined to do his part, while working sometimes seven days a week at the plant, Hudgins volunteered with the Coast Guard Temporary Reserve. He spent many nights guarding the ships docked at Port Everglades. It was there that he was placed in charge of ship's carpenters, welders, mechanics and other special crews.

With German submarines sinking so many ships, it was not uncommon to look out over the horizon and see plumes of smoke rising from a sinking vessel. Because of this, private yachts stored at the facility were converted to Coast Guard military vessels. His crews would go in, paint the yachts grey and replace the beautiful interiors with crew's quarters. After being outfitted with machine guns, small cannons, and depth charge racks, the ships were put into use as submarine chasers.

Finally one day he felt that he just had to give more. Armed with his own deferment hidden in his coat pocket, Hudgins went to the approval authority for himself. He refused his deferment and was inducted into the U.S. Navy in March, 1945, where he spent almost two years serving as a seaman storekeeper technician.

Following a 12-week boot camp, Hudgins was sent to Overseas School in Carlisle, Pa. Once completed, he was stationed at nearby Giant Naval Supply Depot in Mechanicsburg until his discharge two years later.

Serving a two-year stint during a time of war would probably be enough for any man, but not for Hudgins.
When Joe finally retired at the age of 83, it was the dawning of a new millennium and he told his Family, "I have started a lot of businesses in my time, shoe stores, hotels, resorts, housing developments, but without financial backing, I did everything on a shoestring. Well, my shoestring finally broke."

PHOTO: MSG SCOTTY JOHNSON

Joe Hudgins shares an embrace with his wife of 68 years, Eunice..

But soon afterwards, American again found itself in the midst of a global war and Joe couldn't sit idly by. So, although being well beyond the maximum age of service, Hudgins, once again, found a way to serve.

In 2003 Joe became a Family readiness volunteer with the 81st RRC, Birmingham, Ala. There he served as an assistant to the Family programs director.

Hudgins recalls attending a particular unit ceremony which moved both he and his wife, Eunice. "The importance of what we do for Army Families really hit me when I helped out at a farewell ceremony in Gordo, Ala.," Hudgins said. "Eunice and I watched as a young mom and dad, both in uniform, prepared to deploy. They had to say good-bye to their young baby as they handed him to grandma. It brought both of us to tears".

Hudgins routinely worked as many as 32 hours per week attending to everything that required attention. Hudgins's efforts earned him the title of Volunteer of the Year in 2004. This award recognized his outstanding efforts in the Family readiness arena.

Subsequently, Hudgins left the 81st RRC and currently serves as a Family readiness volunteer for the U.S. Army Reserve Command, Atlanta, Ga. ARM

ARMY RESERVE HONOR ROLL
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MAJ Stuart M. Anderson
SGT Roberto Arizola, Jr.
CSM Edward C. Barnhill
SGT Gregory A. Belanger
CPL Mark A. Bibby
SFC Kelly M. L. Bolor
SPC Roy Buckley
SPC Charles E. Bush, Jr.
CPT Paul J. Cassidy
PFC Thomas D. Caughman
SPC Doron N. Chan
SPC Jonathan M. Cheatham
SSG Thomas W. Christensen
SGT Ross A. Clevenger
1SG Christopher D. Coffin
SPC Gavin J. Colburn
MAJ David S. Connolly
SSG Todd R. Cornell
SPC Richard M. Crane
LTC Terrence K. Crowe
SSG Donald N. Davis
SPC Lauro G. DeLeon, Jr.
SFC Robert V. Derenda
SSG Christopher W. Dill
SGT Catalin D. Dima
SPC Jeremy M. Dimaranan
SSG Carlos Dominguez
SSG Richard S. Eaton, Jr.
SGT Gary A. Eckert, Jr.
SSG Jeffrey J. Farrow
MAJ Gregory J. Fester
SGT Nathan R. Field
SSG Ryan D. Foraker
SPC Kendell K. Frederick
CPT Brian S. Freeman
SGT Bryan L. Freeman
SGT David T. Friedrich
SPC Luke P. Frist
SPC Nichole M. Frye
SFC Dan H. Gabrielson
SGT David J. Goldberg
PFC Gregory R. Goodrich
PFC Devin J. Grella
SPC David E. Hall
SPC Robert E. Hall, Jr.
SGT James W. Harlan
SSG Darren Harmon
SGT Kenneth W. Harris, Jr.
SFC David A. Hartman
SSG Stephen C. Hattamer
SSG Robert Hernandez
SGT Edward R. Heselton
SPC Julie R. Hickey
SGT Anton J. Hiett
SPC Joshua L. Hill
SPC Benjamin D. Hoeffner
SGT James J. Holtom
SFC Merideth L. Howard
SPC Bert E. Hoyer
SGT Eric R. Hull
CPL Derence W. Jack
CPT Benjamin D. Jansky
SPC Joseph A. Jeffries
MAJ Alan R Johnson
SPC Robert T. Johnson
SFC Matthew R. Kading
MSG Paul D. Karpowich
LTC Paul W. Kimbrough
SPC Adam G. Kinser
SSG Charles A. Kiser
SPC Adam L. Knox
SGT Elmer C. Krause
SSG Mark A. Lawton
SSG Wilgene T. Lieto
CPT Shane R. Mahaffee
SFC Curtis Mancini
SGT Myla L. Maravillosa
SSG Stephen G. Martin
SGT Arthur S. Mastrapa
SSG James D. McNaughton
SFC Otie J. McVey
1SG Tobias C. Meister
SPC Christopher T. Monroe
SGT Melvin Y. Mora
SSG Richard L. Morgan, Jr.
SFC Lawrence E. Morrison
SSG James D. Mowris
MAJ Michael L. Mundell
SGT Rodney A. Murray
SGT Paul T. Nakamura
MSG Robb G. Needham
SPC Charles L. Neeley
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SGT Joseph C. Nurre
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PFC Luis A. Perez
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SGT Jaror C. Puello-Coronado
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SPC Brandon M. Read
SGT Regina C. Reali
SPC Ramon Reyes-Torres
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SPC Carla J. Stewart
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PFC Raymond M. Werner
SGT Cheyenne C. Willey
LTC Peter E. Winston
SGT James Witkowski
LTC Thomas A. Wren

We memorialize these Soldiers' lives
by the actions we take as leaders.

ARMY RESERVE

WWW.ARMY.MIL/USAR

U.S.ARMY

DEDICATED TO THE SOLDIERS OF THE U.S. ARMY RESERVE WHO MADE THE SUPREME SACRIFICE IN THE GLOBAL WAR ON TERROR.

WE WILL NEVER FORGET

IN THE NEXT ISSUE

DEVELOPING LEADERS

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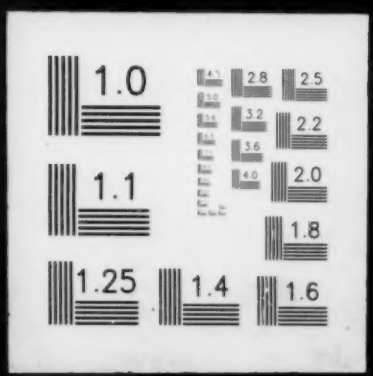
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